

Law Enforcement News

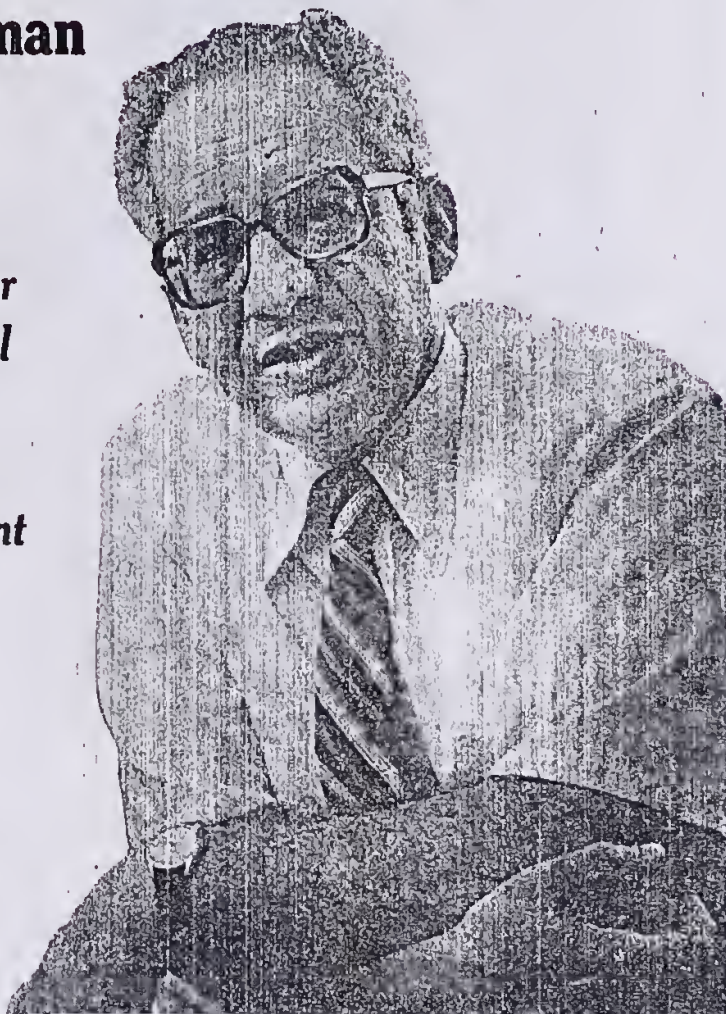
Vol. XIII, No. 241

A publication of John Jay College of Criminal Justice

January 27, 1987

LEN's 1986 Man of the Year: Prof. Herman Goldstein

*A law professor
whose practical
ideas are
revolutionizing
law enforcement*



Also in this issue:

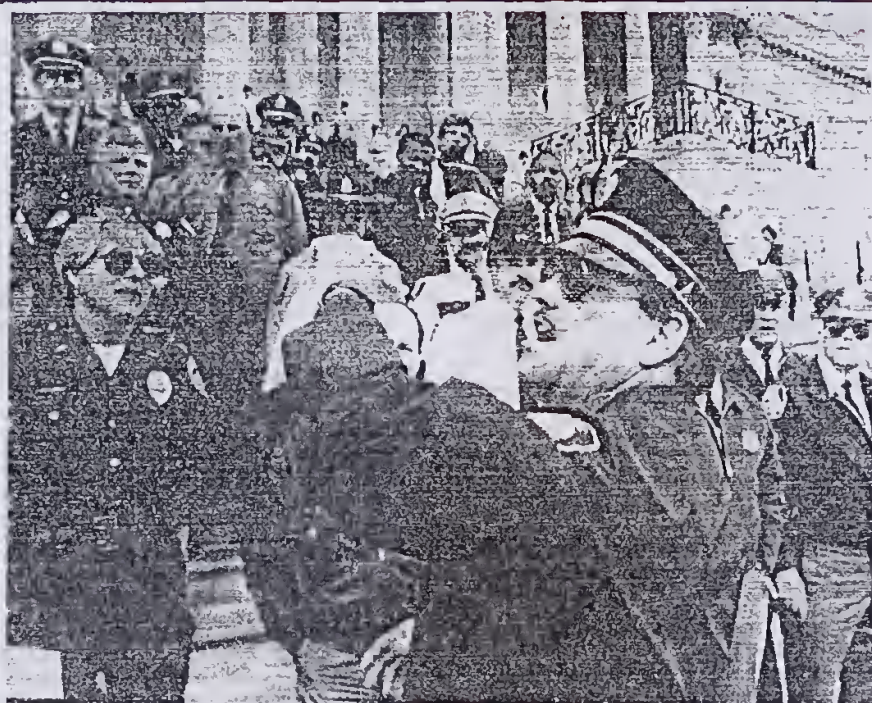
Our annual review of the year's events

Law Enforcement News

Vol. XIII, No. 241

A publication of John Jay College of Criminal Justice

January 27, 1987



Wide World Photo

All fired up

It takes a lot to get police officers incensed enough to travel from their hometowns, wherever they may be, to Washington in order to protest on the Capitol steps. For these officers, the issue was gun control. Their target was a bill known simply as S.49. Their opponents: the National Rifle Association. The result? Turn to the review of the year's events, starting on Page 2.

1986 in review: A time of great expectations, and a few successes

ANALYSIS

By Peter Dodenhoff

To borrow the title of a Dickens novel, 1986 can perhaps best be summed up as "Great Expectations." Whether for good or for ill, the year is checkered with expectations, those realized and those frustrated.

In balance, law enforcement had its share of uplifting moments — from groundbreaking technological advances to the glittering successes against organized crime, from the Supreme Court decisions that upheld certain police practices to the research programs that offered the promise of new approaches for the future. Regrettably, these were in many cases offset by the unfulfilled expectations and dashed hopes — from the blistering battle over Federal firearms legislation to the Damoclean sword that the Gramm-Rudman law held over Federal funding to the political football that the national crusade against drugs became.

From New Year's Day onward, law enforcers must have felt it in their bones that this year would bode well for dismantling the corrupt houses that is organized crime. From Massachusetts to Nevada, from Wisconsin to Florida, the sting of the Federal Racketeer Influenced and Corrupt Organizations Act (the RICO statute) was lashing the leaders of traditional organized crime at every turn. As the year progressed, the increasing pace of convictions won against organized crime figures began to resemble a chain of dominoes,

with one falling after another in relentless fashion. The leaders of the national commission of the Mafia were found guilty on racketeering charges and face hefty prison terms. It remains for Federal prosecutors to unveil their next tactic: the start of civil forfeiture proceedings to seize the ill-gotten assets of criminal empires. It is there that most believe the real doom of organized crime may lie.

Organized crime in another sense may not be faring quite so badly. Organized drug trafficking operations, while occasionally buffeted by setbacks at the hands of Federal, state and local agencies, seem not to have been dealt the punishing body blows that were inflicted on the Mafia. Indeed, despite the rush to judgment in the nation's capital as the "war on drugs" became a national rallying cry, most would probably concede — if only privately — that there has been precious little in the way of a dent made in the enormous volumes of narcotics that flies, sails, drives or walks its way into the United States.

The war on drugs heated up as the summer did, spurred by the deaths of two well-known athletes and the emergence of a purified form of cocaine known as "crack" or "rock." Mayors from across the U.S.A. called on President Reagan to take the word "war" seriously and dispatch the military into the fray. Alas, aside from a two-month fray

Continued on Page 2

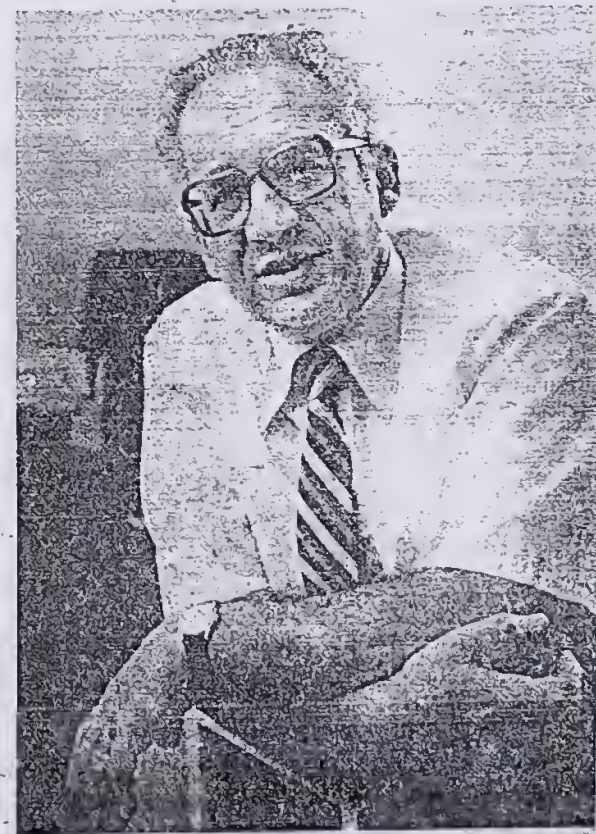
Law Enforcement News salutes its 1986 Man-of-the-Year, Prof. Herman Goldstein

Founding father of ideas that are changing the shape of policing

Policing has come a long way in the 13 years since the landmark Kansas City Preventive Patrol Study. Thirteen years from now, we will be on the threshold of the 21st century, and who knows how far policing will have gone by that time?

If the insights, writings and efforts of a modest law professor from Wisconsin bear their full fruit, policing will have gone very far indeed. In fact, one could make the solid argument that, as a result of the work of Herman Goldstein, Law Enforcement News's 1986 Man of the Year, policing will be on its way to a full-scale transformation.

Goldstein has been examining and redefining the police function for well over 20 years, and his eminently practical and thoughtful theories and ideas took a bold leap forward in 1986 with the smashing success of the experiment with Goldstein's problem-oriented policing in Newport News, Va. It is this innovative yet brilliantly sensible idea that holds the potential of catapulting law enforcement into the 21st century, and for this dramatic step Professor Goldstein richly deserves our 1986 Man-of-the-Year honors. (For more on Goldstein and problem-oriented policing, turn to the centerfold.)



LEN's 1986 Man of the Year, Herman Goldstein

The year in policing: a time of great expectations

Continued from Page 1

into Bolivian jungles that temporarily drove off coca processors, military might was deemed too valuable a commodity to involve in the dirty business of drug enforcement.

Congress and the President staged their own version of "Can You Top This" in an attempt to hammer out a comprehensive anti-drug law — more expectation, more frustration. It appeared that with each new press release, the amount of money to be allocated for drug enforcement, education, prevention and treatment grew. (And this despite the specter of the Gramm-Rudman law, which everyone knew would ultimately bold major new expenditures hostage.) Election year politics were no small factor in the ongoing debate, since no right-thinking politician would want to be blasted by his opponent as being "soft on drugs." As a consequence, the bills drafted in Congress and offered by the President offered a mixed bag of proposals that ran the gamut from ordering the military to participate in drug enforcement to permitting the admission of illegally seized evidence in criminal trials. To a certain extent, cooler heads prevailed, as some of the more objectionable provisions of the crazy-quilt legislation were deleted in hopes of winning passage before Congress recessed to hit the campaign trail. However, it also appeared that once Election Day passed, the talk about drugs diminished to a dull whisper.

Not so the ongoing banter about drug testing, which got the official sanction of the President's Organized Crime Commission early in the year and, subsequently, the approval of the President himself. In one police

department after another, proposals were presented to test sworn personnel — and in some cases civilians — for drug use. Some flew smoothly, with the backing of police unions. Others ran smack into organized opposition that claimed drug testing was an unconscionable violation of Fourth Amendment protections against unreasonable searches and seizures — absent, of course, any probable cause to suspect that a particular employee was using drugs. President Reagan offered the grim prospect of testing more than a million Federal employees in "sensitive" positions for drug use, but his plans may end up on the rocks, due largely to the efforts of the union representing Customs Service employees. The union sued to block the tests, and won the first round. By February, the score may well be Union 2, Drug Tests 0. In the final analysis, many would argue — and not without some justification — that the drug testing bullaboo was a red herring that served only to divert attention from the more pressing demands of the drug problem.

But before drugs, there was S.49. However one felt about the bill — an attempt to reshape the Federal laws on firearms possession and sale — it did something that no single issue in recent memory could: It infuriated law enforcement to the point that a number of organizations put aside their differences long enough to band together and take on one of the nation's most potent lobbying forces, the National Rifle Association. The NRA had in its favor years of lobbying experience, they had a budget that dwarfed anything the law enforcement coalition could put together, and they had a Congressional election looming just ahead, which

made more than a few members of the House a little uneasy about voting "the wrong way." The law enforcement coalition can be said to have fought hard, and bravely, perhaps in the face of almost insurmountable odds. In the short run, the coalition managed to salvage the preservation of the Federal ban on interstate handgun sales, along with a few other pieces of the 1968 Gun Control Act, while the NRA got virtually everything else it wanted. In the long run, however, the true measure of the gun-bill battle may become evident — if the dozen or so groups that made up the coalition are serious in their pronouncements that this will not be a one-issue affair. If, as they say, they are in it for the future, it could portend a significant step in law enforcement getting its voice heard in the Capitol.

For the immediate future, not much should be expected at the Federal level, what with the numerous international matters that are likely to preoccupy the White House and the Congress. It remains to be seen if Congress can overcome the wishes of the President and reallocate the money due to go toward state and local drug-enforcement efforts — money that was abruptly zapped from the President's budget proposal. Of course, at the same time, there's a Gramm-Rudman and its demand for deficit-cutting. Can Congress come up with the loot for revenue-sharing while still toeing the line on expense ceilings? Who would dare predict?

That should suggest that through 1987 it will once again be left to state and local law enforcement to squeeze their own emaciated pocketbooks and rearrange resources to handle a variety of policing needs. What goes around comes around.

1986: A Retrospective

JANUARY: Fears of Gramm-Rudman start sinking in

THE NEW YORK CITY Police Department indefinitely postponed a promotional exam for the rank of sergeant in hopes of avoiding legal challenges to the test's job-relatedness and discriminatory impact. At the time, the department had 334 vacant sergeant's positions and the number was said to be growing at a rate of 30 per month. Police officials said the department might have to continue its policy of applying racial quotas to the list of officers who took the test in 1983. Two hundred black and Hispanic officers who failed the exam were promoted as a result of a court settlement.



pected to take a substantial bite out of the appropriations for Federal criminal justice agencies — most of which had already been reduced. Meanwhile, in a letter to President Reagan, Arizona Sen. Dennis DeConcini warned that a proposed \$31.7-million budget cut from the Customs Service's budget — on top of other Gramm-Rudman cuts — would seriously

hurt drug interdiction efforts in the coming fiscal year. While most law-enforcement agencies were guarded in their assessments of how the Gramm-Rudman cuts would affect their ability to operate, the Drug Enforcement Administration forecast a budget cut of \$60 million to \$60 million. A spokesman said the cuts would curtail some planned

purchases but would not be likely to hamper ongoing operations.

the Laborers International Union of North America.

THE PRESIDENT'S Commission on Organized Crime charged that law-enforcement officials lacked a comprehensive strategy for rooting out corruption in legitimate businesses and certain labor unions. While the commission praised the strides made by law enforcement in prosecuting leaders of organized crime through the use of surveillance and RICO (Racketeering Influenced and Corrupt Organization) statutes, it called for a greater effort to attack the power structure of organized crime, which often thrives while a mob leader is in prison. The report identified four labor unions with "histories of control or influence by organized crime": the International Longshoremen's Association, the Hotel and Restaurant Employees and Bartenders International Union, the International Brotherhood of Teamsters and

THE U.S. SUPREME COURT ruled Jan. 14 that a suspect's decision to invoke his right to remain silent cannot later be used against him as proof of sanity. The decision, arising out of a sexual battery case in Florida, left intact the 1976 decision in *Doyle v. Ohio*, in which the Court held that "Miranda warnings contain an implied promise... that silence will carry no penalty."

THE LOS ANGELES POLICE Department began field-testing of a variety of semiautomatic weapons to replace the standard-issue police revolver. A police department spokesman said the semiautomatics would allow officers to reload more quickly and with greater ease, especially at night.

CAPT. FRANK ADAMSON of the King County, Wash., Sheriff's Office said he was "fairly optimistic" that the Seattle

March: LA looks at possible uses for voice ID systems

area's Green River Killer would be caught sometime this year. Investigators believe the killer to be white, of above average intelligence and a heavy drinker or smoker who likes to drive, craves publicity and likes the outdoors. (By year's end, the serial killer remained at large.)

THE LOS ANGELES County Sheriff's Department was awarded a \$220,000 grant from the National Institute of Justice to conduct a two-year study of the

use of a computer-aided voice identification system as a viable forensic instrument....

COMINGS & GOINGS: Col. George Iversen took over as head of the New Hampshire State

Police.... James Martin, the former deputy police commissioner of Philadelphia who was convicted in a Federal probe of police corruption, died Jan. 25 of cancer.... Houston Police Captains Paul Michns and Kenneth L. McBurnett were promoted to deputy chief.... Former Los Angeles police commander Thomas Windham was named police chief of Fort Worth.... Cecil H. Livesay, police chief of Glendale, Mo., for the past 20 years, resigned unexpectedly,

less than a week after Federal investigators searched his home and found evidence of a large-scale sports bookmaking operation.... Police Chief Thomas A. Sardino of Syracuse, N.Y., resigned, saying he wanted to give the city's newly-inaugurated mayor a free hand in filling the position.... Rodney T. Ingels, a former sergeant in Montgomery County, Md., joined the Commission on Accreditation for Law Enforcement Agencies as a field assistant....

"I'm not overweight; I'm just too short."

New York Police Commissioner Benjamin Ward, after proposing enhanced fitness requirements for New York officers.

FEBRUARY: Getting the specimen bottles ready

THE PRESIDENT'S Commission on Organized Crime recommended that all Federal employees be tested for drug use and that Government contracts be withheld from private companies that do not begin drug-testing workers. The commission also urged that those found in possession of small amounts of marijuana be prosecuted and that the State Department develop a "formula for triggering the cutoff of foreign aid" to drug-producing countries that do not reduce their narcotic crops. The commission's recommendation on drug testing was immediately criticized as being unconstitutionally intrusive. (See closeup, Page 5.)

THE CHICAGO CRIME Commission reported that the inability of the city's crime labs to provide quick analyses of narcotics is threatening drug prosecutions in Cook County. Patrick F. Healy, the commission's executive director, said that more than 1,000 narcotics

GROUPS REPRESENTING police administrators, managers, rank and file, and the research sector began banding together throughout the month and into the spring to call for the defeat of the Firearms Owners Protection Act, a bill that would significantly overhaul the Gun Control Act of 1968. The legislation, sponsored by Sen. James A. McClure (R-Ida.) and Rep. Harold Volkmer (O.-Mo.) and passed 97-1 by the Senate in 1985, proposed to loosen restrictions on gun dealers and permit the interstate sale and transportation of firearms. The Law Enforcement Steering Committee Against S.49 — the coalition of police organizations that sprang up to fight the bill — asserted that the provision for interstate sales would undercut local and state efforts to protect the public from handguns. (See close-up, this page).

A STUDY BY A psychologist at the University of California at Los Angeles in-

ment's operations analysis section, the department wanted to maximize police visibility as well as prevent police from congregating on the city's main streets. The reconfiguration was also designed to stabilize patrol officers' assignments within neighborhoods. The new plan allocates beats to officers on the basis of workloads.

LOS ANGELES MAYOR Tom Bradley agreed to purchase a \$6-million computerized fingerprint identification system for the city's police department, which currently has to cross-check each

print lifted from a crime scene manually. Police Chief Oaryl Gates said the new computerized system will enable identifications to be made in 27 minutes.

THE PHILADELPHIA Fraternal Order of Police did an about-face when it rose to the defense of Mayor W. Wilson Goode, whose actions in the 1985 police confrontation with the radical group MOVE had been criticized by the commission investigating the incident. The FOP had initially feared that the commission — handpicked by the Mayor — would lay the blame for

the disaster on the police department's doorstep. An entire city block was reduced to ashes after police dropped a bomb on the radical group's headquarters in the May 1985 siege.

A STUDY OF CITIZENS' fear of crime indicated that an aggressive program of police-community contact can help improve citizens' sense of personal safety and perceptions about police as well as reduce overall levels of fear of crime. The \$2-million study, funded by the National Institute of Justice and Continued on Page 4

The year in focus: S.49

Perhaps law-enforcement leaders should have seen it coming. Perhaps they did. In the final analysis, however, the leaders of more than a dozen police organizations were forced to play catch-up ball early last year to stave off what they saw as a move by the powerful American gun lobby to gut the 1968 Gun Control Act.

The issue at hand was couched in the seemingly innocuous title of the Firearms Owners Protection Act of 1986. It was better known by its designation in the U.S. Senate, S.49. The Senate had dealt with the matter in brisk fashion the previous summer, leaving it to the House of Representatives to handle the volatile issue at the start of an election year.

The bill, sponsored by Sen. James A. McClure (R-Ida.) and Rep. Harold Volkmer (O.-Mo.), was an attempt to gain back ground which pro-gun activists felt was lost in 1968 when the assassinations of Dr. Martin Luther King and Sen. Robert F. Kennedy prompted legislators to create the Gun Control Act — a package of legislation that had not been modified till last year.

S.49, which was to have the unusual effect of bringing together a grand alliance of disparate police groups and splitting the age-old bond between these groups and the National Rifle Association, permitted the interstate transportation and sale of firearms, loosened licensing and record-keeping requirements for gun dealers, and sharply limited the inspectional authority of the Bureau of Alcohol, Tobacco and Firearms. The bill would have also increased the Federal penalties for those who use or carry a firearm in the commission of certain violent felonies.

The NRA's campaign to ram the bill home was nothing if not high-powered. The organization

spent a reported \$1.6 million on its lobbying efforts — which were aided by the fact of a Congressional election waiting in the wings. (By comparison, lobbying efforts by law-enforcement opponents of the bill were just 1 percent of the NRA total.) While law enforcement loudly condemned the bill as an "unwarranted threat" to police officers and the general public, by its own admission it did not have the lobbying know-how and experience of the NRA, which has rarely rested in its efforts to roll back the 1968 gun control act. For its part, NRA hailed the McClure-Volkmer bill as a boon to law enforcement, although police organizations quickly took umbrage and asserted that no one speaks for law enforcement but law enforcement.

Had Rep. Bill Hughes (O.-N.J.) not hurriedly marked up compromise legislation as a substitute for S.49, a discharge petition obtained by backers of the bill would have forced the legislation onto the House floor for an up or down vote with no chance for amendment — and, more than likely, approval as submitted. Instead, the law-enforcement coalition managed to win separate passage of a ban on the interstate sale of handguns and a ban on the sale, manufacture and possession of machine guns.

With all the rest of Volkmer's provisions winning approval by a vote of 286-136, however, law-enforcement officials and handgun control advocates were able to claim only a partial victory. The NRA left no doubt that it felt itself the real winner in overhauling a piece of legislation that had stood for 19 years. The only regret in the gun-lobby's camp appeared to be the machine-gun amendment, and the NRA quickly vowed to fight that battle in 1987 in the 100th Congress.

"The NRA is not, never has been and never should be the spokesman for law enforcement."

IACP director Jerald R. Vaughn on S.49

cases were dismissed in 1984 because the lab could not complete the tests on time. In some cases, prosecutors complained, it took the lab up to two months to process evidence in narcotics and rape cases. Many of the problems could be solved, the report said, if the lab were moved to another location where sensitive equipment would not be affected by the Chicago Transit Authority trains that travel near police headquarters. The commission also recommended that the lab adopt the faster, more effective procedures used by New York and Los Angeles to analyze narcotics.

licated that young black and Hispanic men are most likely to be murder victims. The report, said Fred Loya, the document's principal author, should provide police and others in the criminal justice system with a better idea of who is at risk and who the perpetrator is. Police and mental health agencies, Loya said, should direct greater effort toward minority communities.

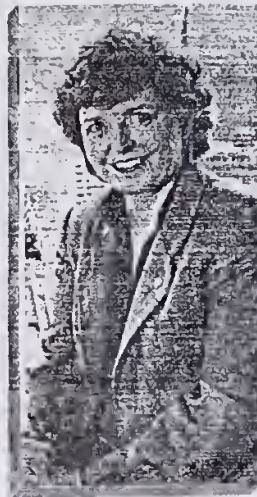
THE HOUSTON POLICE Department changed its beat allocation plan for the first time since 1973. According to David Kessler, manager of the depart-



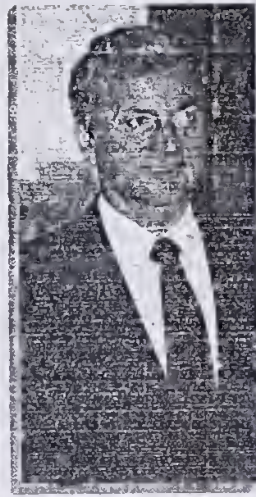
Norton



Koby



Harrington



Wadman



Elrod

Names and faces: the people who helped shape 1986

Steel City blues

John J. Norton was sailing through 1986 in a fashion that could have made him the envy of fellow police administrators. He was the public safety director of a major U.S. city, he was president of the resurgent International Association of Chiefs of Police, and he scored a few national publicity points during the IACP's row with the National Rifle Association over the McClure-Volkmer gun legislation. Then the world caved in. In early October, less than a week after his term as IACP president ended, his now-stormy tenure as safety director of Pittsburgh crash-landed when Norton was fired by Mayor Richard Caliguri.

Norton's administration had carried disfavor with community groups for his failure to show up at scheduled meetings with civic groups. He had also incurred the wrath of the local Fraternal Order of Police over his plan to consolidate the city's nine police zones into five (although the plan was resurrected with greater success after Norton's departure). And, to round out the circle of discontent, Norton was accused of double-billing the city and the IACP for expenses he ran up while interviewing for the Pittsburgh position between April and July of 1985. The police chiefs' association announced plans to recover some expense payments and made Norton a virtual pariah within the organization. Caliguri lowered the boom on Norton's career, and the public safety director landed flat on his back in a Pittsburgh hospital, where he was being treated for stress.

Slipping him a Mickey

It's been said of New York's Times Square that if you stand on the corner long enough, you're bound to run into someone you recognize or who recognizes you. The same can apparently be said of Disney World, as former Columbia, S.C., police chief Artbur Hess found out the hard way last Jan. 26. Hess, who had faked his own death to escape a jail term on charges of official misconduct, was with a companion, Mary McEachern, at the Orlando, Fla., amusement mecca when he was apprehended by Federal agents after some vacationing Columbia residents recognized their former police chief. Hess had been hired in 1980 to straighten out the police department's corruption problems but was arrested a year later on charges of accepting a bribe from a local businessman. Bribery and extortion charges were subsequently dropped, but Hess was convicted on three counts of official misconduct. He fled the city in early June 1985 and his bloodied car was found in a Columbia shopping mall on June 7.

First and foremost

Houston Police Captain Thomas G. Koby has been quite an achiever for some time in the world of Houston law enforcement, and that achievement has not been lost on a number of distinguished Washingtonians. On Nov. 7, Koby became the first recipient of the Gary P. Hayes Memorial Award for his initiative and improvement of police services in 1985. Koby, now in charge of the Houston Police

Department's burglary and theft division, was formerly commander of the department's North Shepherd Substation. It was during his tenure as a precinct commander that he worked with the city housing authority to clean up blatant drug dealing at the Oxford Place Housing Project, implemented a school truancy and substance abuse program, sponsored a Boy Scout Troop and expanded the substation's crime analysis section. Praised by Houston Police Chief Lee P. Brown as an "innovative and dynamic leader" and a "positive influence," the 37-year-old Koby was chosen by the trustees of the Hayes Memorial Fund to receive the award that honors the memory of Gary P. Hayes, the founding director of the Police Executive Research Forum.

Bounced from the saddle

Omaha Police Chief Robert C. Wadman is fond of noting that being a police executive is akin to rodeo riding — it's not how long you're in the saddle but the quality of the ride that really counts. The ride proved to be a bumpy one toward the end, as Wadman was fired in October after standing up to Mayor Michael Boyle over a matter of internal police discipline. Boyle unceremoniously bounced Wadman for refusing to endorse stern disciplinary measures against three officers involved in the drunken-driving arrest of Boyle's brother-in-law. Wadman had initially agreed to sign the disciplinary orders, which would have meant the dismissal of a captain and suspensions for two lieutenants, but the police chief subsequently changed his mind. "If I don't stand up for my people when they're right, then the purpose of being a police chief is lost from that moment forward," he said shortly after leaving office. The stormy rift between police chief and mayor apparently captured the attention of Omaha residents, who promptly launched a petition drive to force a recall referendum for Mayor Boyle. (That election was due to take place as this issue was going to press.)

Elephant si, donkey no

Some of the people who voted in the 1986 election for sheriff of Cook County, Ill., were barely out of diapers when the incumbent, Richard Elrod, first won the office in 1970. As such, those voters and thousands of others helped make a piece of history last November when they turned their backs on the embattled Democrat and, by a margin of 35,000 votes, handed the office over to a Republican, former Chicago Police Superintendent James O'Grady. O'Grady, a former Democrat who switched parties to take on the man who once hired him as undersheriff, campaigned hard against Elrod and the whole patronage- and corruption-scarred sheriff's department. Observers likened the campaign to a bitter marital dispute, as charges and countercharges flew back and forth between the two veteran lawmen. Elrod's campaign efforts were hampered by allegations of corruption and misconduct against his top aides and employees. O'Grady, for his part, kept up a steady stream of

assertions that Elrod had consistently looked the other way at corrupt activities in his department. When the votes were finally counted and Elrod cleared out of his office, O'Grady announced the resignations and transfers of a number of key sheriff's officials and said he would take a long, hard look at the role of political influence in appointing special sheriff's deputies.

An Ore-goner

Portland, Ore., Police Chief Penny Harrington, the first female police chief of a major U.S. city, became the first female ex-chief last June, when she resigned just hours before an investigating commission released a study that blasted her administration as a failure. Harrington, who lasted 17 turbulent months in the chief's job, blamed the Portland Police Officers Association and the local news media for her problems. "Never in the history of this bureau has a chief of police been so closely scrutinized, second-guessed and subjected to constant onslaught from the union and the media," she said.

And then there were nine, again

When U.S. Chief Justice Warren E. Burger announced his retirement on June 17, it touched off waves of speculation as to the shape and direction of the Supreme Court in the post-Burger era. At the heart of the guessing game were President Reagan's choice to succeed Burger — Associate Justice William H. Rehnquist — and his choice to fill the spot Rehnquist would vacate — U.S. appellate judge Antonin Scalia. As the Washington summer grew hotter, the heat was also turned up under Justice Rehnquist, who underwent one of the most arduous Senate confirmation hearings in recent years. Rehnquist, an associate justice since 1971, was confirmed by a vote of 65-33 — the most negative votes of any confirmed Chief Justice in history. Scalia, on the other hand, enjoyed relatively painless confirmation hearings and was approved by the Senate in a unanimous vote. Both men are viewed as conservative jurists and accomplished legal thinkers.

So long, Washington

Crime victims lost an ardent advocate in October with the resignation of Lola Halght Harrington as assistant U.S. attorney general. Harrington, a former prosecutor with the Alameda County, Calif., District Attorney's office, was the sixth woman in the history of the Justice Department to be appointed assistant attorney general. Harrington, who is the current chairman of the National Crime Prevention Coalition, said she intends to work towards the same goals — victim advocacy and crime prevention — in her private life as she did in her public endeavors.

February: Coping with community fear of crime

Continued from Page 4
conducted by the Police Foundation in cooperation with the police departments in Newark, N.J., and Houston, involved targeted neighborhoods and a variety of program components such as a police-community newsletter, a community-organizing response team, citizen contact patrols, community-based police stations, recontacting victims, reducing the physical signs of neighborhood decay and crime and coordinated community policing. The components found to be most effective were establishing small police offices in neighborhoods, sending police door-to-door to discuss crime problems with

residents and developing strategies for alleviating them. One researcher said that those strategies, when successful, produced a significant drop in the fear of crime.

THE FRATERNAL ORDER of Police in Philadelphia went to court to seek an injunction that would prevent Police Commissioner Kevin M. Tucker from administering polygraph tests to those officers transferred to a special investigative unit. Tucker said that officers accepted into the new unit eventually wind up working in such sensitive areas as internal affairs, narcotics or the Ethics Accountability Division.

Prohibiting the use of polygraph tests on those officers, he said, would severely undermine efforts to return "integrity and credibility" to the department. The FOP charged that the polygraph tests would violate the union's contract with the city.

COMINGS & GOINGS: Former New Haven Police Chief James F. Ahern dies of cancer on Feb. 28. . . . Jack Gower, the police chief of Evendale, Ohio, since 1981, retires at age 62 and is succeeded by Lieut. Steven Bowyer. . . . Jerry R. Jones becomes the first black captain in the Houston Police

Department. . . . Gerard P. Lynch is named executive director of the Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network. . . . Police Chief Delbert Dotson of Yates

Township, Mich., is arrested on second-degree murder charges in the shooting death of a 20-year-old. . . . Sgt. Arleight McCree, 46,

and Officer Ronald Ball, 43, of the Los Angeles police bomb squad are killed while trying to defuse a pipe bomb. . . . Police Chief Robert Walker of Irvine, Ky., is shot to death in the line of duty on Feb. 17. . . . A. K. "Katie" Johnson becomes the second full-

time female police chief in Oregon (along with Penny Harrington of Portland) when she is named to head the police force in Gold Hill. (By mid-year she would be the only full-time female police chief in the state). . . . San Jose, Calif., Police Chief Joseph McNamara

takes a leave of absence to undergo heart surgery, and is temporarily succeeded by Assistant Chief Stan Horton. . . . Donald E. Brown, former commander of the Portsmouth, Va., police community relations/crime prevention bureau, is named director of the city's communications and emergency services division. . . .

MARCH: Court ups the ante on police liability

FOLLOWING ENACTMENT of a law permitting unionization of police officers in Illinois, the International Brotherhood of Teamsters made a move to organize the rank and file in several suburban police departments. The two-million-member union secured a position on an upcoming election ballot to organize officers in Elk Grove Village as a result of a new collective bargaining law that opens up a new pool of workers for the union to draw from. The union also targeted police departments in Schaumburg and Wood Dale, along with the correctional staff of the Cook County Sheriff's Department. Municipal officials, however, were not pleased with the prospect of the Teamsters representing police officers. "The bottom line is the Teamsters have alleged connections with organized crime and they don't belong as representatives of our police department," said Stephen J. Atkins, Schaumburg's Village Manager.

SCIENTISTS IN ENGLAND publicized their development of a revolutionary way of identifying blood and semen samples using DNA (deoxyribonucleic acid), the basic genetic building block. Criminology experts predict that the test, which can be performed on blood, semen and even hair roots, will be used primarily in rape cases because of the severe limitations of existing processes for identifying the origins of sperm. Although the test has only been performed in England, the FBI has taken the development seriously, assigning a researcher to study its potential. (See closeup, this page.)

IN A MONTH THAT SAW A bumper harvest of criminal justice decisions by the U.S. Supreme Court, the Justices added new limits to the 1966 Miranda decision by ruling that police may use deception to isolate a suspect

from his or her lawyer during a custodial interrogation. In another action, the Court ruled 7-to-2 that prosecutors do not have to produce co-conspirators to testify or demonstrate that the co-conspirators are unavailable to testify in order to use their out-of-court statements as evidence. And, in a case that expanded the automobile exception to search-and-seizure limits, the Court ruled that a gun found by New York City police who had stopped a car for speeding and were inspecting the car for a vehicle identification number could be used as evidence in a case of illegal firearms possession.

IN A LANDMARK CASE IN Fourth Amendment law, the

"What we had here was a group of leeches who smelled blood and went right to it."

Richard B. Costello of the Philadelphia Fraternal Order of Police, on the findings of the commission investigating the 1985 MOVE incident.

Supreme Court ruled that police officers who execute clearly unreasonable arrest and search warrants — even if the warrant was previously approved by a magistrate — may be held civilly liable. The 7-to-2 decision cleared the way for a \$4-million lawsuit against a Rhode Island state trooper who obtained and executed a warrant charging a prominent Narragansett couple

with a marijuana offense. The Court upheld total immunity from liability for judges who issue unconstitutional warrants, however, even in cases of "gross incompetence or neglect of duty." The Court maintained that permitting such suits against prosecutors or judges would threaten the judicial process by interfering with their "exercise of independent judgment."

ELEVEN LAW ENFORCEMENT agencies received final approval from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The agencies winning accreditation were from: San Diego County, Calif.; Tallahassee, Fla.; Newport News, Va.; Arvada, Colo.; Louisville, Ky.; Passaic Township, N.J.; Lebanon, Ohio;

Continued on Page 6

The year in focus: advances in technology

While police work remains fundamentally a people-oriented business, there is always more than enough room for advances in a variety of scientific and technical areas. In 1986, whether in terms of speeding up or improving the police job, or increasing officer safety, there were technological breakthroughs by the truckload.

¶ With drug testing a recurrent theme of 1986, the year saw the first courtroom applications of a procedure that allows scientists to trace personal drug use histories through the examination of a single shaft of hair. As described by Dr. Frederick P. Smith, a pioneer of the process, drug metabolites stay in hair and, like rings on a tree, can prove that a person had used cocaine, amphetamines, barbiturates, heroin and other opiates for an extended length of time.

¶ The Dallas Police Department's six-month experiment with the use of cellular telephones in squad cars and SWAT team vehicles proved to be a resounding success. The cordless phones, loaned to the Dallas Police Department by a local company, work by automatically transferring calls from a central computer to the nearest transmitter over conventional phone lines. According to Capt. R.D. Stone, who came up with the experiment, police are able to phone in arrest or offense violation information directly to the department's "revolutionary" computerized offense reporting system.

¶ In mid-December 1985, the Cook County, Ill., Sheriff's Department began testing two different video systems in an effort to improve the safety of officers during traffic stops, and by the middle of last year officers were starting to sing the systems' praises. One of the systems records in color and is

mounted atop the car next to a light for filming at night. The system has a videotape recorder attached to the camera. The other system records in black and white and is mounted on the dashboard.

¶ DNA "fingerprinting," a process developed in England and now under study by the FBI, may eventually revolutionize traditional identification methods. The testing of DNA (deoxyribonucleic acid) — the basic genetic building block that is found in every part of the body — can be done with tiny samples of blood, semen or even hair roots and could be especially helpful in rape cases where it is currently extremely difficult to identify the origins of sperm. With a given individual's blood and semen providing the DNA fingerprint, it would be possible to match a DNA print of sperm from a victim's clothing in a rape case to a sperm sample of a suspected rapist.

¶ The computerization of fingerprint identification is a revolution in the making, transforming the process of criminal identification by allowing police to identify a suspect within minutes rather than the hours it now takes to match prints manually. Early last year, Los Angeles Mayor Tom Bradley agreed to the purchase of a \$6-million system for the city's police department. The system, expected to go on line this year, will help police to clear an estimated 250,000 additional cases a year. The Chicago Police Department recently purchased a system which its hopes will alleviate some of the legal restrictions that last year were put on the time allowed for the fingerprinting of a misdemeanor. The Denver Police Department and the Florida Department of Law Enforcement (FDLE) have also taken steps to computerize their fingerprinting methods in the very near future.

The weird side of the force: the 1986 round-up of oddities and the just-plain offbeat

Although the assessment of a year past is generally done by looking back at its most serious events, it is often the less serious events, the amusing, ironic or just plain ridiculous events, that make a particular year memorable. So while the criminal justice community may look at 1986 as the year of drug testing or the year of the great gun-control debate, there will be plenty of lawmen whose memories will be more specific — and more prone to raise a chuckle.

★ **Something to Kick About:** Slavery may have been abolished more than 100 years ago, but football players seem to have been excluded from the great emancipation. As the result of a lawsuit between a players' union and South Texas Sports Inc., in April the Bexar County, Tex., Sheriff's Department became the proud papas of the bankrupt San Antonio Gunslingers of the United States Football League. The department tried to sell the team, players and all, but motions filed by the company kept the sale on hold. Sheriff Harlan Copeland, the temporary custodian of the team, said wryly: "I could probably do a better job of running the team than the current guys."

★ **You Are What You Eat:** If gluttony were a crime, Robert Nightingale might be behind bars. Nightingale, 25, was arrested early last year for drunken driving after a breath test showed him to be over the state blood-alcohol limit. The culprit? The four pounds of rum cake Nightingale says he ate before getting behind the wheel. While he first pleaded not guilty to driving while intoxicated, Nightingale later changed his plea to guilty upon the advice of his attorney, who warned him not to play "roulette" with a jury and risk harsher penalties. Nightingale said he planned to sue the bakery where he bought the cake for not warning him about the volume of liquor in the confection.

★ **How Do You Say "Arf" in German?** The fictional Dr. Doolittle may have had a knack for talking to the animals, but the gift has apparently been lost on the dog handlers at the Albuquerque Police Department. Four of the six canines put on the job there last year were trained in Europe and thus do not respond to commands given in English. The police handlers had to scramble to learn German and Dutch in order to communicate with the cosmopolitan hounds.

★ **Whatever Happened to the Robbery Squad?** Don't blame the officers of the Fort Myers, Fla., police if they look a little drained after writing the name of their Christmas anti-robbery task force on official forms. The seasonal project, known familiarly as Operation ST. NICHOLAS, is officially called the "Special Theft-Negation Initiative Combating Holiday Offenses, Larcenies and Shoplifting." The program, the name of which was created by Capt. Steve Schwein, involves officers dressed in Santa Claus outfits who patrol the shopping malls in the area. In a concession to youthful sensitivities, the undercover cops were directed to alert uniformed officers or mall security personnel before confronting offenders in front of impressionable children.

★ **Those Who Can, Do; Those Who Can't, Teach:** Charles Dickens would have liked Paul E. Hood Jr. Hood, a modern-day Fagen straight out of "Oliver Twist," was a professional thief who ran a training school for shoplifters in Fort Worth — until he got busted. Hood was nabbed for stealing six bottles of cologne, and upon conviction was sentenced to 40 years in prison. In exchange for a fee of one-half a shoplifter's take, Hood had taught would-be thieves such techniques as how to distract salespeople, pilfering and plotting an escape route.

★ **Cutting the Mustard:** Criminal justice-related sandwiches have never caught on in a big way in the United States, but a cafe in Winnipeg, Canada, has immortalized Minneapolis Police Chief Anthony Bouza with a sandwich of his own. The "Chief Bouza" sandwich is a pastrami, bacon, horseradish and mustard affair that was dreamed up by the chef at the Dancin' Shoes Deli. In addition to the "Chief Bouza," visiting lawmen can also sink their teeth into such concoctions as the "Slaw and Justice," the "Winnipeg Vice" or the "Pigs in a Nutshell."

★ **End of the Trail:** Experience makes the best teacher, so the saying goes. In the case of Paul Stewart, a criminal justice professor at the University of Nebraska, his experience got him arrested. Stewart, a former member of the radical Black Liberation Army and a fugitive from New York for the past 11 years on forgery charges, was arrested for breaking into a doctor's office in July. When Omaha police routinely sent Stewart's fingerprints to the FBI to check for outstanding warrants, they learned that he had six criminal convictions ranging from 1952 to 1973.

MARCH: Armor-piercing ammunition finds 97 foes in the U.S. Senate

Continued from Page 5
the Massachusetts Bay Transit Authority; Glastonbury, Conn.; Schaumburg, Ill.; and the University of Massachusetts at Boston.

STATISTICS RELEASED by the National Center for Missing and Exploited Children indicated that the problem of child abduction is far less severe than was previously believed. The center's figures place the number of children abducted by strangers between 4,000 and 5,000 each year. Earlier estimates placed the

most onerous provisions of the Volkmer legislation. The compromise measure, drafted by Rep. Bill Hughes (D.-N.J.), retained the 1968 ban on interstate handgun sales but permitted interstate sales of rifles and shotguns. The two bills headed for an expected showdown on the House floor in April. (See closeup, Page 3.)

ON MARCH 6, THE U.S. Senate voted 97-1 to ban the manufacture and importation of armor-piercing ammunition —

patrol car, and one dashboard-mounted unit that recorded in black and white. The cameras record an officer's approach to the stopped car along with license plate data and descriptive information about the vehicle. (See closeup, Page 5.)

COMINGS & GOINGS: Dr. Steven Egger is named project director of the New York State Homicide Assessment and Lead Tracking System, a serial-murder analysis center. . . . Jack H. Ferguson resigns as chairman of

"In 24 years, I've never seen anything to compare to the outrage in the police community over this bill."

Police Foundation president Hubert Williams, on the reaction of law-enforcement groups to the S.49 gun legislation.

number at about 40,000. Relatives or others familiar to a child were said to commit 90 percent of acts of child exploitation.

AS THE NATIONAL RIFLE Association edged closer to having the McClure-Volkmer gun bill discharged from the House Judiciary Committee to the House floor — where the bill would be put to a vote without amendment — the committee unanimously approved a compromise bill that would reform Federal firearms laws while avoiding what were seen as the

the so-called "cop-killer bullets." The measure was sent to a House-Senate conference committee, where differences between the Senate's version and an earlier — and tougher — measure passed by the House would be ironed out.

SHERIFF'S DEPUTIES IN Cook County, Ill., were said to be pleased with the results of an experiment using video technology to protect officers during traffic stops. The experiment, begun in December 1985, tested two systems — one which recorded in color and was mounted atop the

the Richmond, Va., Crime Commission after completing a report for the City Council on necessary changes in the city's response to violent crime. . . . Police Chief Chris Matson of Glenrock, Wyo., is fired March 25 for "lack of leadership." . . . Sheriff Jim Profitt of Guilford County, N.C., is acquitted on bribery charges. . . . Elizabeth Riordan, daughter of Chicago's former first deputy police superintendent James Riordan — who was killed while off duty in 1981 — graduates from the police academy and becomes a Chicago cop. . . .

APRIL: Gun battle in the House

BY A VOTE OF 286-136, the House of Representatives passed the majority of provisions in Rep. Harold Volkmer's firearms legislation on April 10, thus legalizing the transportation of unloaded, "inaccessible" pistols, shotguns and rifles across state lines. The legislation also ended the 18-year-old ban on interstate sale of rifles and shotguns, eased record-keeping requirements for gun dealers and allowed for the transfer of guns from dealers' personal inventory to their private collection for future sale without record-keeping. While law enforcement officials and handgun control advocates were generally pleased that the interstate sale of handguns remained illegal, the revision of the Gun Control Act of 1968 was hailed by the National Rifle Association as a resounding victory.

IN THE AFTERMATH OF the gun-control actions in the House, the Citizen's Committee for the Right to Keep and Bear Arms began a campaign urging citizens to demand the dismissal of Baltimore County Police Chief Neil Behan, who had been an outspoken foe of the McClure-Volkmer legislation. More than 10,000 pieces of mail were sent to Marylanders, asking residents to

send an enclosed card to Baltimore County Executive Donald Hutchinson and demand that he fire the chief. Also enclosed in the mailing was a "Bounce Behan" bumper sticker. Behan retorted, "What I'm being accused of is exercising my First Amendment rights."

A REPORT BY THE National Institute of Justice

people who alleged police brutality during the 1980 investigation of a patrolman's murder.

THE NINTH AND LARGEST Fugitive Investigative Strike Team (FIST) operation was concluded April 14 after eight weeks. The operation, which involved 268 officers from 35 agencies in California, New Mexico, Arizona and Texas, pulled in more than

"There's no Marquis of Queensberry rules in fugitive hunts. Any way we can trick a bad guy we're going to use it."

U.S. Marshals Service director Stanley Morris

found a number of loopholes in the standard security practices at banks. The study said tellers should be better prepared in the use of anti-robbery measures such as alarms, and banks should focus their security resources on those branches most likely to be robbed.

THE CITY OF NEW Orleans agreed to pay more than \$2.8 million in out-of-court settlements of lawsuits filed by 13

3,500 wanted criminals

A FEDERAL JUDGE IN Newark, N.J., ruled April 10 that a New Jersey law requiring state troopers to retire at age 55 does not violate Federal laws against age discrimination.

IN A 6-3 DECISION, THE United States Supreme Court reaffirmed part of the Miranda decision last month when it ruled

April: Growing discontent with the 55-mph limit

that police may not question suspects once they have requested an attorney at an arraignment or similar court proceeding.

PHILADELPHIA CITY Councilman Leland M. Beloff introduced a sweeping proposal that would bar city agencies from using polygraph tests to determine which employees get transferred or promoted. The bill was seen as a direct challenge to Police Commissioner Kevin Tucker and his plan to make lie-detector tests a prerequisite for entrance into an elite police investigative unit.

THE STATE OF NEVADA took the lead among the ranks of those discontented with the national 55-mile-an-hour speed limit by passing a law to raise the speed

limit on Interstate highways to 70 miles per hour beginning July 1. The law contained a provision that if the Federal Government makes good its vow to revoke Federal highway funds to states that increase the speed limit, the law would automatically self-destruct.

POLICE DEPARTMENTS around the country began to voice concern over the appearance of a weapon known as the ballistic knife, which looks like an ordinary hunting knife but can fire a nine-inch blade some 30 feet, with enough punch to penetrate a thick telephone hook. Bills were introduced in both Maryland and New York to ban possession and sale of the knife which, officials said, has definite killing potential.

THE FBI'S UNIFORM Crime Reports indicated that, after nearly three years of decreases, crime jumped four percent in 1985, with even bigger increases recorded in the South.

SENATE JUDICIARY Committee chairman Strom Thurmond pulled two controversial bills out of committee and moved them to the Senate floor. One of the bills would sharply limit the right of state prisoners to appeal convictions in Federal court though habeas corpus petitions. The other would modify the exclusionary rule by broadening the circumstances under which illegally seized evidence could be presented in court.

AN AGREEMENT WAS reached between the Drug En-

forcement Administration and the National Organization for the Reform of Marijuana Laws on a plan that would allow the marketing of a synthetic marijuana pill for use by cancer chemotherapy patients.

COMINGS & GOINGS: Corporate lawyer Arnold I. Burns is named deputy U.S. attorney general, succeeding D. Lowell Jensen, who left to assume a Federal judgeship in California. . . . Harold G. Snowden, South Miami's police officer of the year in 1983, is sentenced to two life terms for sexually molesting two children. . . . Police Chief Gerard A. Seryay of Abita Springs, La., resigns, ending a statemata with

the mayor. . . . Sheriff Marlon Carson of Scott County, Tenn., resigns April 1 after pleading guilty to a cocaine conspiracy charge. . . . Ohio County, Ky., Sheriff Jim Wheeler is in serious condition after being shot in the arm and back outside the county courthouse April 1. . . . Assistant U.S. Attorney D. Michael Crites is named head of the Organized Crime Drug Enforcement Strike

Force in Columbus, Ohio. . . . Pittsburgh Police Superintendent Robert Coll, 52, resigns after 11 years atop the force, and is succeeded by former precinct com-

mander William "Mugsy" Moore. . . . Alexandria, Va., Police Chief Charles Strobel is acquitted of all charges in a Federal perjury trial. . . .

MAY: Drug-test plans for police move ahead

LOS ANGELES POLICE Chief Daryl F. Gates announced he will be "moving forward" with his plan for a department-wide drug-testing program. Gates asserted that the program has strong support among the department's rank and file. Over 98 percent of the 173 officers assigned to the Metropolitan Division,

which includes the SWAT team, were said to have signed a petition calling for drug testing. Other units, such as the Narcotics Division, were said to have voluntarily submitted urine samples.

PRESIDENT REAGAN signed the botly contested firearms legislation into law on

May 19 after a law enforcement coalition managed to win inclusion of three key amendments. While the National Rifle Association professed to be delighted that it achieved nearly all of its goals in overhauling the 1968 Gun Control Act, there remained an undercurrent of rage at the police-back inclusion of an amend-

ment that prohibits the sale and possession of machine guns. An NRA spokesman said the association will be looking to recoup that loss through a single piece of legislation.

THE LOS ANGELES POLICE Department, the Los Angeles Sheriff's Department and the Los Angeles office of the FBI teamed up to create an investigative task force that will gather and share information on terrorist groups or activities which may effect the greater Los Angeles area.

CONGRESSMEN CONCERNED by the growing threat of international terrorism discovered that while improved security at the Capitol is essential, keeping the building accessible to tourists and esthetically pleasing is equally necessary. "It's very hard," said Rep. James J. Howard (D.-N.J.) chairman of the House Public Works and Transportation Committee. "I want to do something but I don't want to go too far."

BALTIMORE POLICE Commissioner Bishop Robinson and Mayor William Schaefer gave final approval for the manufacture of new body armor for the city's police officers. The new armor, custom-made by the Protective Apparel Corporation of America, will have nine layers of bullet-resistant Kevlar in the front panel and a 21-layer back panel. While the new vest would

be heavier than the ones currently used, the weight was to be more evenly distributed, thus making it more comfortable to wear.

THE U.S. SUPREME COURT ruled on May 19 that police do not need a warrant to conduct serial surveillance of an area that a pilot could legally fly over. The 5-4 ruling upheld the warrantless surveillance of a suburban, fenced yard where police suspected marijuana was being grown.

A NATIONWIDE RISE IN crime seemed to have taken an especially heavy toll in Texas and other areas of the Southwest. In the face of plummeting oil prices and widespread unemployment, crime in cities like Fort Worth rose some 33 percent. In addition to domestic economics, the devaluation of the Mexican peso and a substantial increase in illegal drug smuggling also contributed to crime in the Southwest. "The economic condition has created an air of desperation that would drive nice people to do criminal acts," said a regional official of the U.S. Customs Service.

THE U.S. SUPREME COURT upheld a Dallas Police Department requirement that police recruits have at least 45 semester hours of college with a C average or better. The ruling ended a 10-year battle over the alleged

Continued on Page 8.

The year in focus: drug testing

With national attention riveted to the drug problem in 1986, the word "urinalysis" became an increasingly common part of the vocabulary. Reducing the demand for drugs, whether by identifying and removing the user or by scaring individuals away from drug use, led to the wildfire spread of drug-testing proposals and programs by private and public institutions alike — although some were later found to be unconstitutional, and more may yet be thrown out. But drug-screening programs have, at the very least, support at the highest levels of the Federal Government, as President Reagan, Vice President Bush and senior White House staffers trudged off to the nearest privy with specimen bottles in hand to show that they were drug-free.

Although urinalysis tests for the use of marijuana, cocaine and other drugs have been administered to police recruits for some time, establishing mandatory drug testing for sworn personnel seemed to become a trend in law enforcement as police leaders around the country announced proposals for such programs.

In May, Los Angeles Police Chief Daryl F. Gates announced he would begin a drug-testing program with the support of rank-and-file officers. New York City Police Commissioner Benjamin Ward announced a urinalysis program for all members of the department's organized crime control bureau, which includes the narcotics division — and he promptly ran into heated opposition from the patrolmen's union. Smaller departments across the country considered drug testing as well, and it was in one such department that the first blow was struck against testing not based on probable cause.

In September, Judge H. Lee Sarokin of Federal District Court in Newark ruled that the mandatory testing program of the Plainfield,

N.J., Police Department was unconstitutional. Seventeen police and fire employees had been suspended without pay after illegal drugs were detected in their systems. Sarokin said the tests amounted to warrantless searches in violation of the Fourth Amendment, and said the tests could only be used if there were a strong suspicion of employee drug use.

Sarokin's ruling, the first of several to find mandatory urinalysis screening unconstitutional, came just days after President Reagan issued an executive order calling for the testing of nearly one million Federal employees.

Among Federal law-enforcement agencies, the FBI and the Drug Enforcement Administration took the lead in June in establishing testing programs for new employees and those promoted to supervisory positions. Eventually that effort is to be expanded to include veteran personnel as well.

Also in June, U.S. Customs Commissioner William von Rabb announced that he and 42 other high-ranking agency officials would submit to drug screening. Tests would also be given, von Rabb said, to employees transferring to sensitive jobs and to all new applicants for jobs with the service.

Von Rabb's proposal was immediately challenged by the National Treasury Employees Union (NTEU), which called it "outrageous."

In New Orleans, Federal Judge Robert Collins agreed, halting the Customs Service's program in November and calling urinalysis drug screening a practice more intrusive than searching a residence. The ruling appeared to jeopardize President Reagan's plan to test all Federal employees in "sensitive" positions.

Collins will be hearing the NTEU's challenge to the President's executive order in February.

"We have finally gotten the law taken care of so that it will chastise the criminal and not the law-abiding citizen."

David Warner of the National Rifle Association, on the passage of new Federal firearms legislation.

"The bloom is off the rose in Texas."

Samuel Ehrenhalt, regional commissioner of the U.S. Bureau of Labor Statistics, on the slumping economy and rising crime in the Southwest.

"You have a lot of desperation and despair, and one result of that could be turning to crime."

Prof. Doug Moore of Sam Houston State University, on Texas crime and the economy.

May: The nation's porous border

Continued from Page 7
discriminatory impact of the requirement.

THE HEAD OF THE UNION representing Customs Service employees charged that billions of dollars in illegal goods are crossing U.S. borders every year because the Customs Service is severely undermanned. Robert M. Tobias, president of the National Treasury Employees Union, said, "The Customs Service has lost control of the borders."

A \$1.5-BILLION, THREE-year advertising blitz to sell the public on the idea that drug use "is just plain stupid" was unveiled May 15 by the American Association of Advertising Agencies. The effort is said to be the

largest volunteer advertising campaign in history.

REP. BILL HUGHES (D-N.J.) warned that new laws may be needed to stop the proliferation of synthetic heroin and other designer drugs. "These drugs are cheap to develop, extremely potent, and are among the most dangerous narcotics on the market," Hughes said.

COMINGS & GOINGS: Darrel W. Stephens, the police chief of Newport News, Va., is named executive director of the Police Executive Research Forum. . . . New York State's Commissioner of Criminal Justice Services, Richard J. Condon, is named first deputy commissioner of the New York City Police Department, succeeding Patrick J. Murphy, who retired to become director of

worldwide security for the Merrill Lynch investment firm. . . . Marshall County, Miss., Sheriff Osborne Bell is fatally wounded in a shootout May 5. . . . Malcolm Grass, chief sheriff's deputy of Hancock County, Ind., is fatally shot while helping FBI agents arrest two suspects in an extortion case. . . . Keith Harrison, 34, is named police chief of London, Ohio, on May 5. . . . Marshal Bob Simmons of New Albany, Ohio, resigns on May 14, leaving the town without a full-time police officer. . . . Major Clifford Graviet, 37, is named head of the Delaware State Police, succeeding Col. Dan Simpson, who is retiring. . . . Iola, Wisc., Police Chief Michael Schertz is fired May 14. . . . Police Chief Gene Maher of Fairbanks, Alaska, resigns, two years after he was promoted from patrolman to police chief. . . .

The year in focus: organized crime

One year ago, one expert on organized crime told LEN that 1985 had been a bad year for the mob, and a good one for law enforcement. As such, law enforcers must be positively giddy at the successes chalked up against organized crime in 1986.

Several Mafia chieftains took a major fall in late fall when, after a 10-week trial, a Federal jury found them guilty of engaging in a pattern of racketeering and operating a national "commission" that governed organized crime. Convicted were Anthony "Fat Tony" Salerno, 75, boss of the Genovese crime family; Carmine "Junior" Persico, 53, boss of the Colombo family; Anthony "Tony Ducks" Corallo, 73, boss of the Lucchese family; Gennaro "Gerry Lang" Langella, 47, underboss of the Colombo family; Anthony "Bruno" Indelicato, 38, a captain in the Bonnano family; Ralph Scopo, 58, a member of the Colombo family and former president of the Cement Workers District Council; Salvatore "Tom Mix" Santoro, 72, underboss of the Lucchese family, and Christopher "Christie Tick" Furnari, 62, counselor of the Lucchese family.

The defendants, who were scheduled for sentencing in January, face prison terms that may run as high as 300 years.

The year 1986 had scarcely begun when high-ranking mobsters from around the country started taking it on the chin. The conviction last January of four Chicago mobsters for directing a cash-skimming operation at two Las Vegas casinos brought 80-year-old Anthony Accardo, once a Mafia boss in Chicago, back from retirement to oversee the rackets. That same case also crippled mob leadership in Kansas City, Milwaukee and Cleveland.

In Boston, meanwhile, the convictions of Gennaro Angiulo, 67, and three of his brothers, who head the New England operations of the Mafia, left that branch in a "state of chaos."

The racketeering trial of John Gotti, the reputed acting boss of the Gambino crime family, was still going strong in Brooklyn, N.Y., as this issue went to press. Gotti, who took over the Gambino operation after the rubout of Paul Castellano in December 1985, could be imprisoned for up to 40 years if convicted.

Prosecutors say the next step is to initiate civil forfeiture proceedings against the mob bosses under the provisions of the Federal RICO statute.

Research in Brief reports from the National Institute of Justice

Do you have your copies of our newest law enforcement research summaries?

The National Institute of Justice assists policymakers and practitioners with their day-to-day decisions by sharing important research results.

The *Research in Brief* series is one way of sharing significant new information. This series gives criminal justice experts a quick, readable review of research results and policy implications. Each *Research in Brief* summarizes, in four to eight pages, important new research for you, the busy police manager.

For free single-copy requests, check the titles of interest to you, then mail the entire ad to: National Institute of Justice/NCJRS, Box 6000, Dept. AFJ, Rockville, MD 20850. Or, call the Institute's National Criminal Justice Reference Service toll free, at 800-851-3420 to order.

NCJRS also offers topical bibliographies on law enforcement issues. Each bibliography lists close to 200 documents. Ask about it.

Research in Brief publications available from the National Institute of Justice:

- ☐ 05 Field Training for Police Officers—State of the Art NCJ 102633 Free
- ☐ 31 Line-of-Duty Deaths: Survivor and Departmental Responses NCJ 103238 Free
- ☐ 06 Problem-Oriented Policing NCJ 102371 Free
- ☐ 25 Danger to Police in Domestic Disturbances—A New Look NCJ 102634 Free
- ☐ 04 Employee Drug Testing Policies in Police Departments NCJ 102632 Free

- ☐ 03. Crime Stoppers—A National Evaluation NCJ 102292 Free
- ☐ 01 Armed Criminal in America NCJ 102827 Free
- ☐ 17. Interviewing Victims and Witnesses of Crime NCJ 99061 Free
- ☐ 23. The Use of Forfeiture Sanctions in Drug Cases NCJ 98259 Free

The following publication can only be ordered by telephone through the Institute's Technology Assessment Program. Dial 800-24-TAPIC (301-251-5060 in the Washington, D.C., metropolitan area)

- ☐ Testing Drug Use Free Tap Alert publication (2 pp.)

Order form

- ☐ Check this box to receive a registration form to be placed on the National Institute of Justice/NCJRS mailing list to receive new *Research in Brief* publications and for updates of other new materials.

Return to: National Institute of Justice/NCJRS, Department AFJ, Box 6000, Rockville, MD 20850.

RIB 001

Name _____
Title _____
Agency _____
Street Address _____
City/State/ZIP _____
Telephone _____

JUNE: Gearing up for a crusade against drugs

PORTLAND, ORE., POLICE Chief Panny Harrington resigned under fire on June 2, just hours before the release of an investigative report describing her administration as a failure. Harrington, the first woman to run a major-city police department, was charged with failing to consult her commanders, failing to plan and coordinate training and employing an "unyielding" management style.

THE NEW YORK CITY Police Department established what was believed to be the first specialized squad to arrest crack dealers and break up crack houses where the drug — a highly potent, highly addictive form of cocaine — is smoked. The Special Anti-Crack Unit was composed of 101 experienced narcotics officers who were given citywide jurisdiction as part of a coordinated effort by police and Federal and state prosecutors.

OFFICIALS FROM Arizona and Vermont met with U.S. Transportation Secretary Elizabeth Hanford Dole to discuss the amount of Federal highway money they stand to lose as a result of the states' failure to achieve 50 percent compliance with the national speed limit. Dole notified the Governors of both states that she was proposing to withhold up to 10 percent for their noncompliance in 1984.

THE U.S. CUSTOMS Commissioner, William von Raab, announced plans to undergo a urinalysis drug screening along with 42 other top agency officials. Von Raab also said the tests would be administered to employees transferring to sensitive jobs and to all new applicants for jobs with the agency. The plan was attacked as "outrageous" by Robert Tobias,

"Advanced education broadens the officer's knowledge of diverse situations with which he may be required to deal as an officer."

U.S. District Judge Robert M. Porter, in upholding the Dallas Police Department's college education requirements.

president of the National Treasury Employees Union. Von Raab, he said, is implementing the program to divert attention from the agency's failure to stop drugs and illegal goods from entering the country.

A REPORT BY THE National Institute of Justice found that one out of every 47 American men is either on parole or probation — three times the number behind bars. The study showed a decline in public support for criminals' rights, with 72 percent of the public saying that judges are too lenient. Only 24 percent of those surveyed supported the practice of parole boards setting prison release dates.

THE REAGAN ADMINISTRATION began preparing to launch a major offensive against narcotics trafficking and gun-running along the 1,952-mile border with Mexico. The new program, said to be similar to the Southeast Florida Drug Enforcement Task Force, will utilize hundreds of Federal officers from six agencies, along with local and state police. Participating in the Task Force will be agents from the Drug Enforcement Administration, the U.S. Border Patrol, the Customs Service, the Immigration and Naturalization Service, the Coast Guard and the Bureau of Alcohol, Tobacco and Firearms. Government statistics said Mexico is the largest supplier of heroin, marijuana and illegal

amphetamines to the United States.

IN A UNANIMOUS decision, the U.S. Supreme Court ruled on June 9 that a defendant has the constitutional right to present evidence about the way police secured his confession. The Court said a trial court must allow a defendant to present to the jury facts surrounding his confession, including the techniques used by police to obtain it. The defendant in the Kentucky murder case said he confessed only after he was held in a windowless room for a long time, surrounded by six police officers and denied the right to use the telephone.

PRESIDENT REAGAN announced the retirement of Chief Justice Warren Burger on June 17 and said he would

Southeast to win accreditation. The Illinois State Police became the first state agency to be approved. The other departments accredited were: the Lakewood, Colo., Department of Public Safety; the Alexandria, Va., and Redmon, Wash., Police Departments, and the St. Charles County, Mo., Sheriff's Department.

THE NEW YORK CITY Police Department ordered drug testing for all members of department's organized-crime control bureau, which includes the narcotics division. The proposal was immediately challenged by the Patrolmen's Benevolent Association, which sought an injunction against the program on the grounds that the tests would violate officers' civil rights.

A STUDY BY THE Chronology continues on Page 13.

"You may not have to have college to be a police officer, but there's no question that it makes you much better than you could be without it. It opens your mind. You fit into the world better."

Dallas Police Chief Billy D. Prince, on his department's minimum college requirement.

nominate Associate Justice William Rehnquist to succeed him. Reagan also said he would nominate U.S. Court of Appeals Judge Antonin Scalia to serve on the Court upon Rehnquist's confirmation. After serving as Chief Justice for 17 years, Burger said he wanted to retire to devote his time to chairing the Commission on the Bicentennial of the Constitution.

THE FBI AND DEA jointly announced plans to implement a urinalysis drug-screening program for new employees and agency supervisors. Random testing of all veteran agents was due to begin after Oct. 1.

THE BUREAU OF JUSTICE Statistics reported that the number of people in state and Federal prisons surpassed the half-million mark in 1985 and reached another all-time high. At year's end the prison population stood at 503,601, said Steven R. Schlesinger, the BJS director.

SIX MORE AGENCIES received the seal of approval from the Commission on Accreditation for Law Enforcement Agencies. At the commission's meeting in Boston on June 14, the Hillsborough County, Fla., Sheriff's Department became the first sheriff's office in the

National Institute of Justice showed that more than half the men and women arrested for serious crimes in New York City and the District of Columbia used one or more illegal drugs. More than a quarter of those arrested in both cities were using drugs at the time of their arrest.

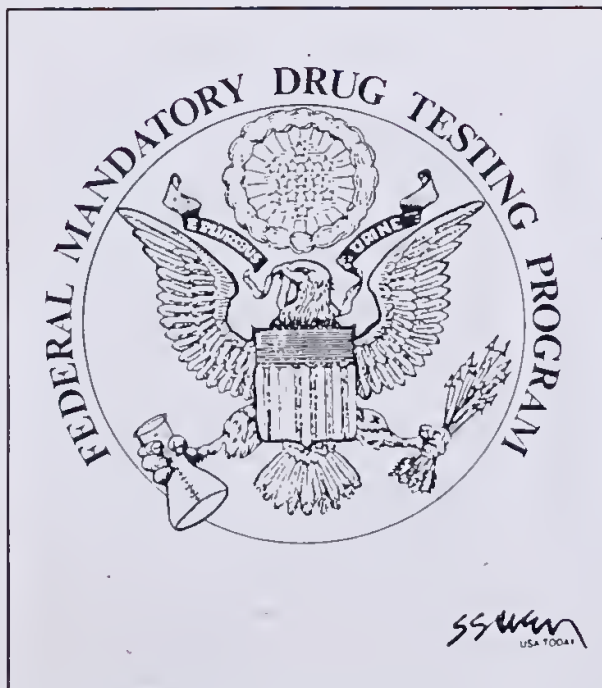
THE PHOENIX POLICE Department put the brakes on police car pursuits in an effort to increase officer safety and reduce municipal liability risks. An 11-page written policy on the dos and don'ts of police chases, described as the most comprehensive and most rigid policy in the nation, prohibits the use of unmarked police vehicles in chases and limits to two the number of police cars that can be directly involved in a pursuit.

A CONGRESSIONAL study found that conducting drug tests for Federal employees would be "costly and useless." The report, prepared for the House Committee on Post Office and Civil Service, said that urinalysis screening is a "poorly crafted method to insure work-site safety" because it cannot determine current levels of intoxication.

THE FATALITY RATE ON U.S. highways dropped to its

"lowest level in history" in 1985, Transportation Secretary Elizabeth Dole said June 11. The number of deaths per 100 million vehicle miles traveled dropped to 2.48 in 1985, down from 2.58 the previous year.

COMINGS & GOINGS: Opalocka, Fla., Police Officer Ephriam Brown, 29, is shot to death with his own service revolver during a routine arrest. . . . Richmond, Va., Police Officer James R. Peace is named rookie of the year for 1986. . . . Rudolph Nimocks, head of the Chicago Police Department's organized-crime division, is promoted to deputy superintendent in charge of administrative services. . . . Robert E. Coffey is named Lima-Allen County, Ohio, Law Officer of the Year. . . . Frederick C. Scharoun, first deputy police chief of Syracuse, N.Y., retires after nearly 37 years on the force. . . . FBI Director William Webster is awarded an honorary Doctor of Laws degree by John Jay College of Criminal Justice. . . .



© 1986, USA Today Reprinted with permission.

Law Enforcement News

John Collins
Publisher

Marie Rosen
Associate Publisher

Peter Dodenhoff
Editor

Jennifer Nislow
Staff Writer

April Doenges
Subscriptions

Contributing Writers Ordney P. Burden, Jonah Trebweiser.

State Correspondents John Angell, Alaska, Gerald Fara, George Felkeno, Tom Gitchoff, Joel Henderson, Iver Paur, California, Walt Francis, Hal Nees, Colorado, Martin Murphy, Florida, John Granfield, Georgia, Ron Van Raelle, Illinois, Larry McCart, David Rathbone, Indiana, Daniel P. Keller, William S. Carrara, Kentucky, Joseph Bunce Jr., Robert Dompka, Maryland, Kenneth Boveano, Nebraska, Hugh J.B. Cassidy, Steven Egger, New York, Martin Schwartz, Ohio, William Parker, Oklahoma, Jack Dowling, Robert Koltzauer, Pennsylvania, William J. Mathias, Larry McMicking, South Carolina, Michael Braswell, Raymond Kessler, Tennessee, Del Mortensen, Utah, Larry Fehr, Washington, Dan King, Wisconsin.

Law Enforcement News is published twice monthly (once monthly during July and August) by LEN Inc. and John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. Subscription rates \$15 per year (12 issues). Advertising rates available on request. Telephone (212) 489-3592, 3516 ISSN 0364-1724

LEN's 1986 Man of the Year

Professor Herman Goldstein, idea man behind a revolution

By Peter Dodenhoff

AS A YOUNG MAN IN HIS EARLY 30's, HERMAN GOLDSTEIN was in the enviable position of serving as executive assistant to the legendary Chicago police superintendent O.W. Wilson. But Goldstein was not one to work in the isolation of an office at police headquarters, pushing papers from one side of the desk to the other. He gained a reputation as one who could be found observing police operations at all hours of the day and night, in all areas of the sprawling jurisdiction covered by the Chicago police. Indeed, it got to the point where one deputy chief in the department quipped, "I hope this guy gets married so he won't be around so much."

Goldstein was not to marry until May 1964, shortly before heading north to join the faculty of the University of Wisconsin law school. It was his penchant for direct observation of police activities and interaction with street-level officers, however, that served as a cornerstone for the extensive record of achievement he was to compile in the area of police-related research, writing and theory. Goldstein recently added yet another feather to his already well-plumed cap with the successful demonstration in Newport News, Va., of his problem-oriented approach to policing (see accompanying article), but problem-oriented policing is an idea that comes well equipped with conceptual antecedents. While Goldstein first proposed the idea of the problem-solving approach in a 1979 article in the journal *Crime and Delinquency*, its roots can be seen to stretch back to 1963, when Goldstein first shook up the police establishment with the publication of his article "Police Discretion: The Ideal versus the Real."

At the time, police discretion was by no means the common catch-phrase it is today. Police in Chicago — and in numerous other cities, for that matter — would deny they had any discretion. "They knew they had it, but it was wise not to say that you did, because immediately you would have to defend every decision," recalls Thomas Reppetto, a former Chicago cop who is now president of the Citizens Crime Commission of New York. "Goldstein said in his article, 'Look, we've got discretion, we should admit we have it and try to explain why we exercise it' — which was thought to be revolutionary."

Revolutionary perhaps, but the police discretion theme was just one of the new ideas that were thrust into the spotlight for broad examination during the Wilson era of the early 60's. As Reppetto remembers, "It was an exciting time because everything was questioned, nothing was sacred, and a lot of new ideas came into policing." And the acknowledged brains behind the innovations launched under Wilson? Herman Goldstein.

"O.W. Wilson thought he [Goldstein] was a genius, and he told me so," said former

Police Foundation president Patrick V. Murphy. "Obviously many of the reforms that Wilson put in Chicago he was credited with, because he was superintendent, but Herman had a lot to do with the changes that occurred there."

Goldstein himself takes a more low-keyed view of his contributions during his service under Wilson — and that modest view pervades much of what he has achieved in his 30 years of work in the public sector.

"I felt very, very privileged to be a part of that operation because that experience was the ultimate in trying to implement all of the theories related to policing that were the state of the art at that time," Goldstein reflects. "I benefited a great deal from working at the side of O.W. Wilson. What that did, though, was it made me painfully aware of a lot of the shortcomings in the professional or technical kind of response in developing quality policing. It was an awareness of those shortcomings that has haunted me all these years and put me in search of new kinds of responses."

If Goldstein was haunted by the shortcomings he observed, the years since have been an ongoing effort to exorcise those demons. From his early work on police discretion he went on to publish his "Guidelines for Effective Use of Police Manpower" (Public Management, 1963), "Citizen Cooperation: The Perspective of the Police" (The Good Samaritan and the Law, 1966), "Police Policy Formulation: A Proposal for Improving Police Performance" (Michigan Law Review, 1967), "The Police Response to the Urban Crisis" (Public Administration Review, 1968), and, of course, "Improving Policing: A Problem-Oriented Approach" (Crimes and Delinquency, 1979). To get the full picture of Goldstein's output on the various aspects of American policing, multiply these articles four or five-fold, add a generous handful of books and monographs and blend in a vast array of consultancies, from the President's Commission on Law Enforcement and Administration of Justice to the Nation Advisory Commission on Civil Disorders to the Knapp Commission to the Police Foundation's Kansas City Preventive Patrol Project to the U.S. Civil Rights Commission. The Chicago deputy chief from the early 1960's should only know how marriage has tempered Goldstein's level of activity.

Throughout Goldstein's work one finds a thread that speaks to practical, sensible approaches grounded firmly in public management theory. The management side of Goldstein's ideas is evidenced in his educational and early professional background, which includes a master's degree in governmental administration from the University of Pennsylvania and, fresh from graduate school, a two-year hitch as administrative assistant to the city manager of Portland, Me. Goldstein got his first taste of working on police-related matters in Portland, and from that moment on, it appears, he was

Problem-oriented policing: It's a whole new way of thinking

Problem-oriented policing. It's not just another way of doing the job; it's a whole new way of thinking.

Perhaps as with any good innovation in policing, the problem-oriented approach is geared to results. But the critical difference lies in *how* those results are achieved, and the quality of the results. The approach is as revolutionary as it is evolutionary.

Built solidly and systematically upon 20 years of research into police operational practices, the problem-oriented approach is based in large part on the idea that, rather than reacting to calls for service as separate events to be handled by traditional means, officers can analyze groups of incidents to discover the underlying causes for the calls. It is likewise based on the recognition that traditional reactive approaches do not have much of a significant impact on the problems plaguing communities.

(The developer of the problem-oriented policing concept, Herman Goldstein, would also contend that it is based on the recognition that street-level officers have an innate, acute sense of what the problems are on the beats they cover.)

Until mid-1986, there may have been an intuitive feeling among a number of police administrators that problem-oriented policing was an effective approach, but it took the management and officers of the Newport News, Va., Police Department, in conjunction with the National Institute of Justice and the Police Ex-

ecutive Research Forum, to offer concrete proof that the approach worked on a broad scale.

The approach had been tried before Newport News took a shot at it. The Madison, Wisc., Police Department was first to look the matter over, with direct help from Professor Goldstein. Although the problem-oriented approach was used in only limited fashion, the Madison police put it to good use to address such problems as panhandling in the downtown area and sexual assaults. It was in dealing with sexual assaults that problem-oriented policing proved particularly worthwhile for the Madison force, for it not only helped solve a serious, nagging problem, it helped create a bridge that linked police, probation, parole and corrections in addressing the problem.

The approach has also been used in limited fashion by the Baltimore County, Md., Police Department and by the London Metropolitan Police, and a mayoral task force recommended formal adoption of the concept by the New York City Police Department, whose Community Patrol Officer Program incorporates elements suggestive of problem-oriented policing.

It was in Newport News that the approach got its first full-scale tryout, with only limited involvement by Goldstein. And it was not a project that was undertaken lightly by the National Institute of Justice, which put up \$1.4 million to implement it.

"The institute normally funds projects from around \$25,000 to maybe \$150,000," said NIJ

director James K. Stewart, "so this was a major step, comparable to the fear-of-crime studies in Houston and Newark. This required a major commitment, and without the major commitment we couldn't have gotten the information that we got. It's sort of a high-risk, high-gain kind of thing."

What's the secret to problem-oriented policing? To reduce the approach to basics, it involves essentially four stages: scanning, analysis, response and assessment. It involves officers at all levels of the department, from all units, and works best when applied as part of an officer's daily routines. Indeed, the problem-oriented approach becomes the routine.

During the scanning phase, an officer reviews groups of incidents to determine the basic underlying problem. To take one example from Newport News, police tackled a plague of thefts from cars parked in lots adjoining the bustling Newport News Shipbuilding yard, where 36,000 people are employed. In 1984, thefts from vehicles totaled \$180,000 in losses, not counting damage to vehicles. That total accounted for 10 percent of all reported serious crime.

In the next phase, analysis, officers collect information, from whatever source, to fully understand the scope, nature and cause of the problem. Officer Paul Swartz of Newport News, who handled the parking-lot thefts, tracked current cases and reviewed offense and arrest records covering a three-year period. He interviewed patrol officers and detectives who knew the area

and talked helped him group of re ting most convicted drugs were such, the ti and-roll bu cer owner

(That's b information police data surveys of surveys, pl of tax and creative p

Then cos work with or anyone's solutions. 0 owners and tion progr stallation 0 fences.

Last but ing which their respo response, r redefine th ficer Swar 53-percent one-year p

Problem-oriented policing: It's a whole new way of thinking about the job

Problem-oriented policing. It's not just another way of doing the job; it's a whole new way of thinking.

Perhaps as with any good innovation in policing, the problem-oriented approach is geared to results. But the critical difference lies in *how* those results are achieved, and the quality of the results. The approach is as revolutionary as it is evolutionary.

Built solidly and systematically upon 20 years of research into police operational practices, the problem-oriented approach is based in large part on the idea that, rather than reacting to calls for service as separate events to be handled by traditional means, officers can analyze groups of incidents to discover the underlying causes for the calls. It is likewise based on the recognition that traditional reactive approaches do not have much of a significant impact on the problems plaguing communities.

(The developer of the problem-oriented policing concept, Herman Goldstein, would also contend that it is based on the recognition that street-level officers have an innate, acute sense of what the problems are on the beats they cover.)

Until mid-1986, there may have been an intuitive feeling among a number of police administrators that problem-oriented policing was an effective approach, but it took the management and officers of the Newport News, Va., Police Department, in conjunction with the National Institute of Justice and the Police Ex-

ecutive Research Forum, to offer concrete proof that the approach worked on a broad scale.

The approach had been tried before Newport News took a shot at it. The Madison, Wisc., Police Department was first to look the matter over, with direct help from Professor Goldstein.

Although the problem-oriented approach was used in only limited fashion, the Madison police put it to good use to address such problems as panhandling in the downtown area and sexual assaults. It was in dealing with sexual assaults that problem-oriented policing proved particularly worthwhile for the Madison force, for it not only helped solve a serious, nagging problem, it helped create a bridge that linked police, probation, parole and corrections in addressing the problem.

The approach has also been used in limited fashion by the Baltimore County, Md., Police Department and by the London Metropolitan Police, and a mayoral task force recommended formal adoption of the concept by the New York City Police Department, whose Community Patrol Officer Program incorporates elements suggestive of problem-oriented policing.

It was in Newport News that the approach got its first full-scale tryout, with only limited involvement by Goldstein. And it was not a project that was undertaken lightly by the National Institute of Justice, which put up \$1.4 million to implement it.

"The institute normally funds projects from around \$25,000 to maybe \$150,000," said NIJ

director James K. Stewart, "so this was a major step, comparable to the fear-of-crime studies in Houston and Newark. This required a major commitment, and without the major commitment we couldn't have gotten the information that we got. It's sort of a high-risk, high-gain kind of thing."

What's the secret to problem-oriented policing? To reduce the approach to basics, it involves essentially four stages: scanning, analysis, response and assessment. It involves officers at all levels of the department, from all units, and works best when applied as part of an officer's daily routine. Indeed, the problem-oriented approach becomes the routine.

During the scanning phase, an officer reviews groups of incidents to determine the basic underlying problem. To take one example from Newport News, police tackled a plague of thefts from cars parked in lots adjoining the bustling Newport News Shipbuilding yard, where 36,000 people are employed. In 1984, thefts from vehicles totaled \$180,000 in losses, not counting damage to vehicles. That total accounted for 10 percent of all reported serious crime.

In the next phase, analysis, officers collect information, from whatever source, to fully understand the scope, nature and cause of the problem. Officer Paul Swartz of Newport News, who handled the parking-lot thefts, tracked current cases and reviewed offense and arrest records covering a three-year period. He interviewed patrol officers and detectives who knew the area

and talked with shipyard security personnel. This helped him to identify theft-prone lots and a small group of repeat offenders who might be committing most of the thefts. He also interviewed one convicted offender who informed Swartz that drugs were the prime target of the thieves. As such, the thieves looked for "muscle" cars, rock-and-roll bumper stickers or other clues that the car owner used marijuana or cocaine.

(That's not to say, however, that the information-gathering effort is limited strictly to police data or interviews. It might include surveys of residents, literature reviews, business surveys, photographing problem areas or searches of text and title records — just about anything the creative problem-solver can think of.)

Then comes response, during which officers work with other units, other agencies, the public or anyone who can help develop and implement solutions. Officer Swartz worked with parking-lot owners and shipyard workers to develop a prevention program. Interim measures included the installation of better lighting and more secure fences.

Last but not far from least, there's assessment, during which officers evaluate the effectiveness of their response and use the results to revise the response, gather more information or even redefine the problem. The statistical result of Officer Swartz's problem-solving effort was a 63-percent decrease in parking-lot thefts over a one-year period from April 1985.

The Newport News experiment made a firm believer out of Darrel Stephens, who was police chief there at the time. Now the executive director of PERF — and as such, a well-placed and influential apostle of the concept — Stephens observed: "A lot of people argue that a really big city police department wouldn't have the capability or the luxury or the time to pursue problems in more depth. I don't believe that's the case."

Stephens is also emphatic when it comes to the notion of problem-oriented policing being a whole new way of thinking for police personnel. "You reorient the officer's, the supervisor's, the middle manager's way of thinking to try to solve problems," he notes, "not only to identify problems but to try to develop longer-term solutions to them. When you do that kind of thing for the police, it's a complete reorientation."

As such, the concept requires a serious commitment, and not just from administrators, or just from patrol officers. You have to "want it to work," observes Baltimore County Police Chief Neil Behan. "What matters is the willingness of the police to perform, and the willingness of the bosses to help them solve problems."

Even with serious commitment and encouragement, Stephens concedes that it's a long, slow process of changing a department from merely reacting to singular incidents to taking a problem-oriented stance — as one might expect when talking about reorientation or attitudinal change. For...

Continued on Page 12

law enforcement

hooked. His grounding in public management and law enforcement is also evident in his long-time service on the Wisconsin law school faculty, where he is now Evjue-Bascom Professor in Law. Goldstein is neither a lawyer nor the holder of a Ph.D., but he ascribes his position with the law school to the school's long tradition of "studying the law in action."

In the early 60's, he recalls, there was a rapidly growing interest in the crime problem and the police function. The university and its law school decided to make a commitment to building a program that would be concerned with the operations of the police. "The question of my not having a law degree was never really of much concern," he notes. "They were just looking for somebody who was knowledgeable about the nature of police operations."

The practical, sensible side to Goldstein's knowledge of and proposals about the police is perhaps his greatest delight, as well as a continuing source of concern. Notwithstanding his background in government management — or perhaps because of it — he is concerned that managers — police managers in particular — are too quick to sacrifice effectiveness for efficiency, or worse, mistake the one for the other. It was that concern for police effectiveness that ultimately led to the problem-solving approach.

His delight in practical, sensible ideas and where they come from can be traced at least as far back as his Chicago days, for his research and thinking are empirical in the strictest definition of the word: they are based on observation and experience. And where does one get such experience and engage in such observation? On the street.

"A lesson I learned when I first came into this field is that I learned the most about policing by getting out on the street," Goldstein says. "I learned much more about police by getting out on the street than by talking to administrators." And one of the most important things Goldstein learned from his street-level experiences is just how much rank and file officers have to offer in the way of expertise and insight.

"The thing that is most exciting about this whole business is that for all the years I've worked in this field, I have felt that rank and file officers have an enormous amount of expertise that has not been tapped, and they generally operate in strait-jackets," Goldstein says. "It's an enormous resource that every police agency has that it simply does not utilize."

The problem-oriented approach to policing could change all that dramatically, as a

g about the job

hipyard security personnel. This identify theft-prone lot and a small offenders who might be committing thefts. He also interviewed one who informed Swartz that the target of the thieves. As looked for "muscle" cars, rock-tickers or other clues that the marijuana or cocaine. ay, however, that the ring effort is limited strictly to interviews. It might include its, literature reviews, business aping problem areas or searches cords — just about anything the solver can think of.) poness, during which officers nits, other agencies, the public n help develop and implement Swartz worked with parking-lot ard workers to develop a preven-erim measures included the in-er lighting and more secur

at least, there's assessment, dur- evaluate the effectiveness of d use the results to revise the more information or even lem. The statistical result of Of-blem-solving effort was a ee in parking-lot thefts over a rom April 1985.

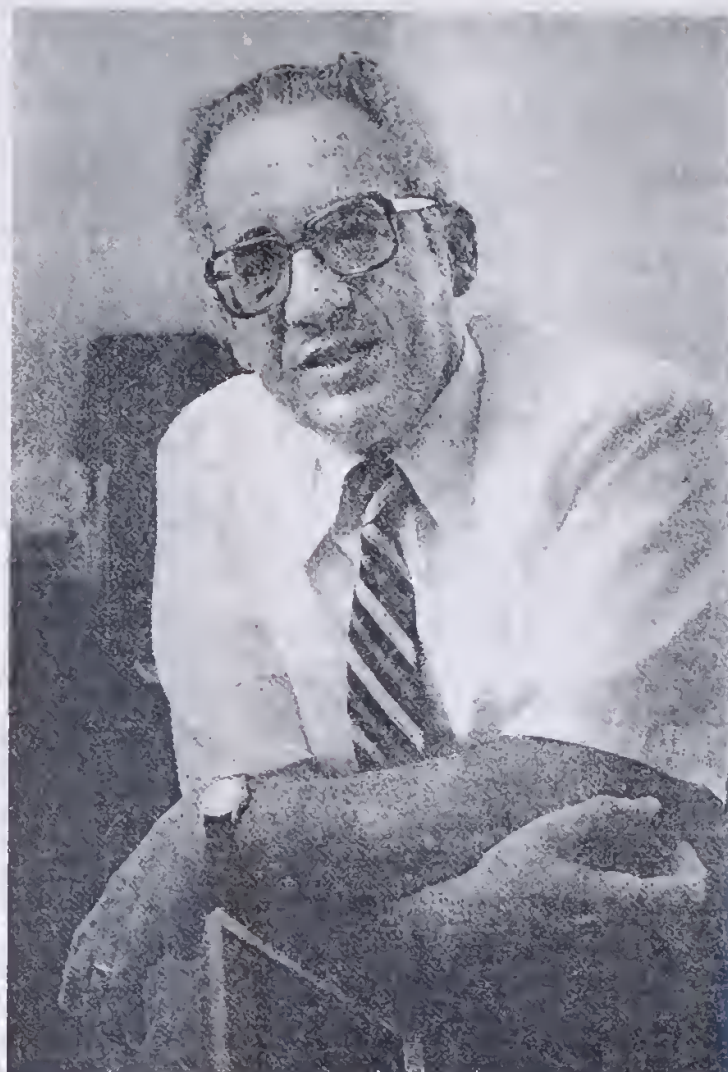
The Newport News experiment made a firm believer out of Darrel Stephens, who was police chief there at the time. Now the executive director of PERF — and as such, a well-placed and influential apostle of the concept — Stephens observed: "A lot of people argue that a really big city police department wouldn't have the capability or the luxury or the time to pursue problems in more depth. I don't believe that's the case."

Stephens is also emphatic when it comes to the notion of problem-oriented policing being a whole new way of thinking for police personnel. "You reorient the officer's, the supervisor's, the middle manager's way of thinking to try to solve problems," he notes, "not only to identify problems but to try to develop longer-term solutions to them. When you do that kind of thing for the police, it's a complete reorientation."

As such, the concept requires a serious commitment, and not just from administrators, or just from patrol officers. You have to "want it to work," observes Baltimore County Police Chief Neil Behan. "What matters is the willingness of the police to perform, and the willingness of the boss to help them solve problems."

Even with serious commitment and encouragement, Stephens concedes that it's a long, slow process of changing a department from merely reacting to singular incidents to taking a problem-oriented stance — as one might expect when talking about reorientation or attitudinal change. For

Continued on Page 12



number of police departments are already finding out (see accompanying article). "It means a reorientation in which both police administrators and rank-and-file officers redirect their attention from a lot of the things that have preoccupied us over the years in trying to improve policing, toward a much greater concern with the substantive problems that police have to deal with," as Goldstein describes the concept. "Like all good innovations, I think it builds on the best of the past. I can think of some police administrators over the years who have kept their eyes on the quality of policing and what it is we are actually doing. I can think of rank-and-file police officers, especially, who have been very innovative in dealing with the problems on their beats. In that respect, what I'm advocating is not new. It's just that I'm suggesting that it become the prevalent way of policing."

Goldstein based his idea for problem-oriented policing on the notion that policing is a vastly complex matter that involves far more than merely running frantically from one call for service to another, that looking at the job in terms of broader, more substantive problems might be far better than seeing it as an endless string of incidents that repeat themselves with annoying frequency. As Goldstein draws the analogy, policing tends to be too concerned with the efficiency of the assembly line but not with what comes off the assembly line.

"In the context of addressing problems, you have to ask yourself, what specific problem are we dealing with, and how are we going to exercise the discretion that we have in dealing with it. One of the big shortcomings of policing in the past is that we have seen the police job as one-dimensional, just a glob. What's the job of the police? Doing X. And how do they do it? The law tells them how to do it. Now we're at a point where we're seeing that the job of the police consists of so many different things, and what they can do is incredibly broad in the range of alternatives. So the need is to take each piece of the job apart and study it and think through what it is we're trying to achieve, what constitutes quality response, and helping structure the discretion that police have in bringing that response to bear."

There are a number of key ingredients to the notion of problem-oriented policing, from differentiating between internal management problems and community-based crime or quality-of-life problems to an increased appreciation of and reliance on a broad array of sources of information about those problems. But in Goldstein's eyes, the one essential element is that everyone in the police department, "from the top down to the bottom, be given a longer leash, greater freedom to address the incidents that they are called upon to handle. He suggests that it would be "disastrous and fatal" to try to implement the concept "in a department in which the total measurement of an officer's success is how quickly he or she disposes of a case."

One other element which, if not identified by Goldstein as essential, certainly helps the adoption of a concept like problem-oriented policing, is patience — on the part of police administrators, rank-and-file officers, the community and elected officials. Given the fact that the problem-oriented approach involves, as Goldstein puts it, a "reorientation" of police personnel, the concept requires time and patience for its seed to bear

Continued on Page 12

LEN's 1986 Man of the Year: Professor Herman Goldstein

Continued from Page 11

fruit. That's not to say that certain results might not be quick in coming — as Police Chief Neil Behan of Baltimore County, Md., puts it, in some cases the results can "quicker than lightning" — but a little forbearance can be of immeasurable help.

"We've suffered greatly in this field from an expectation that you introduce something this month and you reap the harvest next month," Goldstein laments. "That's just totally unrealistic. You're dealing with complex attitudes, complex organizations, and you have to plant seeds and hope that they develop over a long period of time." Problem-oriented policing, Goldstein admits, is not "a terribly sexy term. Really meaningful change in policing requires working down in the trenches and just doesn't lend itself to some of the flash that's associated with a lot of the faddish things that have occurred over the years. If you look back over the nature of change in policing over the past two decades, the landscape is littered with all kinds of fads that have come and gone, and the reason is because they were very superficial. If they had any substance to them in the beginning, it was sort of drained out of them before they got very far." Goldstein states frankly that one of his greatest fears about the whole problem-oriented approach is that "it might be trivialized, it might be diluted, that it might be picked up as a faddish sort of thing without a full awareness of its meaning and its depth and the extent to which it really pervades all aspects of a police organization."

Perhaps in an effort to avert the trivialization of his concept, the 55-year-old Goldstein is a self-professed "missionary" on the subject of problem-oriented policing — although he reacts with muted embarrassment when reminded of that description. But despite the innate sense of modesty he exudes when talking about his own work over the course of 25 years, Goldstein is by no means shy when it comes to taking his evangelical show on the road to talk about problem-oriented policing. He takes obvious pride in his ability to relate comfortably to police executives and the rank and file alike, but it is in talking to street-level cops that he seems to shine the most brightly.

One department that has certainly benefited from Goldstein's insight and expertise is the Madison, Wisc. Police Department, which uses the professor as a kind of hometown natural resource. Police Chief David Couper, who has worked with Goldstein and tested his ideas for more than 10 years, describes Goldstein as "the kind of guy that our training lieutenant can call up and say, 'Herman, can you come down for an hour or so next Tuesday night and talk about the concepts in your book?' And he'll come down here to meet about 20 or 25 officers and they'll spend three hours or so just talking about this stuff."

Goldstein was also a man on the scene during the department-wide implementation of problem-oriented policing in Newport News in 1985. That city's police chief at the time, Darrel Stephens, who is now executive director of the Police Executive Research Forum, recalls that Goldstein's interaction with his personnel "was probably one of the most interesting sessions I'd ever participated in. Herman's style in that environment is such that people recognize the real depth of knowledge he has, and the sincerity. He was very readily accepted and had the capability of challenging some pretty longstanding beliefs very effectively without people getting upset."

"He's a man of substance," Stephens notes, "and unfortunately there's not enough of those in our field. He's been the deep thinker and guiding spirit back there for a number of years. He operates on any level without missing a beat, and he's



Foundation

Goldstein addresses a 1976 forum on upgrading the police.

fascinating to watch."

"Herman has always struck me as a listener," echoes William Salsbury, who was the project monitor for the National Institute of Justice on the problem-oriented police

Problem-oriented policing: a whole new way of thinking

Continued from Page 11

the purposes of the next generation of police, that reorientation may start as early as academy training, but it hits full stride during the field training phase of a recruit's introduction to police work. "The earlier on that recruits understand that there are different styles and that we're in a transitional period right now," notes Madison Police Chief David Couper, "it's going to make their job a lot easier."

Some would argue, however, that convincing veteran officers of the value of problem-oriented policing is even easier, once you get past the initial skepticism that seems to greet new ideas. "In Newport News, the morale of the officers went up dramatically," says NIJ's Stewart. "The best salesmen of this were not the chiefs but the police officers and the middle managers."

That's no surprise to Goldstein, who values and enjoys contact with rank-and-file officers. "It's crucial to reach police administrators, but it's equally crucial to reach rank and file. If one can reach rank and file and explain these things to them, they're quick to pick up on it and understand what it is you're talking about, and they're in a unique position to carry some of these things forth."

Those familiar with problem-oriented policing and with its several successful applications describe the concept in such no-nonsense terms as "revolution,"

"quantum leap," "cutting edge," "turning point" and "wave of the future." NIJ hopes to be spreading the gospel of this revolution by replicating the Newport News experiment in other cities soon, perhaps within the next six months. Negotiations are in progress to select target areas — preferably three jurisdictions of different sizes in the same metropolitan area — where the program will be restaged in an effort to prove conclusively the answers obtained in Newport News and obtain answers to new questions. The key, Stewart says, is finding departments that are willing to experiment. "While it's not obvious as a cops-and-robbers issue," he observes, "it may be the kind of thing that makes a difference. It's a little bit like treating yellow fever. You might not spend all your time treating the dying patients, but rather you might try taking care of the mosquitoes that brought the yellow fever. At first they couldn't sell that idea to the medical field. People would think you were crazy. We have the same problem in the police field as they had in the medical field."

The creator of problem-oriented policing, Goldstein, is more optimistic and upbeat, as seems characteristic of the professor. "We're looking for police administrators and officers who are committed to improving policing, who are a little adventuresome and willing to take some risks, and who have sufficient grasp of the complexities of policing to recognize the benefits inherent in this approach. One can find those people all over the place."

Improving Policing: A Problem-Oriented Approach

Herman Goldstein

The police have been particularly susceptible to the "means over ends" syndrome, placing more emphasis in their improvement efforts on organization and operating methods than on the substantive outcome of their work. This condition has been fed by the professional movement within the police field, with its concentration on the staffing, management, and organization of police agencies. More and more persons are questioning the widely held assumption that improvements in the internal management of police departments will enable the police to deal more effectively with the problems they are called upon to handle. If the police are to realize a greater return on the investment made in improving their organizations, and if they are to mature as a profession, they must concern themselves more directly with the end product of their efforts.

Meeting this need requires that the police develop a more systematic process for examining and addressing the problems that the public expects them to handle. It requires identifying these problems in more precise terms, researching each problem, documenting the nature of the current police response, assessing its adequacy and the adequacy of existing authority and resources, engaging in a broad exploration of alternatives to present responses, weighing the merits of these alternatives, and choosing from among them.

Improvements in staffing, organization, and management remain important, but they should be achieved—and may in fact, be more achievable—within the context of a more direct concern with the outcome of police work.

Where it all began in 1979: in the pages of the *Journal of Crime and Delinquency*.

JULY: The military gets into the drug war in Bolivia

A POLICE CONTRACT FOR officers in Lawrence, Mass., pitted the department's two police unions against each other over the issue of drug testing. While the Lawrence Superior Officers Union said it would not oppose testing based on probable cause, the Lawrence Patrolmen's Union stated its opposition to any form of drug testing.

DETECTIVES CONDUCT- ing missing-child investigations are getting a helping hand from a new wave of computerized graphics. Using the software, it is possible for artists to create composites that show how a child will look years after having been abducted.

STUDENTS AT UNION College in Schenectady, N.Y., are getting a close-up look at the city during the four-to-midnight shift as part of a joint ride-along program involving the college and the city's police department. The program, one of five field projects required as part of an urban anthropology class, is "the one the kids feel has the most educational value," said Prof. George Gmelch, who teaches the course.

THE DES MOINES POLICE Department has found there's life in old squad cars, as police mechanics give used police vehicles a total overhaul that the department hopes will double the life expectancy of the cars to nearly three years.

AN ARTICLE IN THE NEW England Journal of Medicine reported that while one-fifth of all gun owners list personal protection as their reason for keeping

firearms in their homes, guns kept at home were involved in the deaths of family members 18 times more often than in the deaths of strangers. The study, conducted by Drs. Arthur L. Kellerman and Donald T. Reay, found that friends and acquaintances were the victims 12 times more often as strangers. "The advisability of keeping firearms in the home for protection must be questioned," said the article.

"There is no excuse for a courageous young officer to lose his life simply because he was matched against a better armed criminal."

Rep. Mario Biaggi, on his proposal to allocate Federal funds to equip U.S. police officers with speedloaders.

REP. MARIO BIAGGI (D.-N.Y.) proposed legislation to provide Federal funds for the purchase of speedloaders and improved law enforcement training in combat situations. Biaggi's legislation was offered in the aftermath of the death of a New York City police officer who was killed June 28 while reloading his revolver during a shootout.

FBI CRIME STATISTICS released July 27 showed a 5 percent rise in all Part I crime categories over 1984 figures. The number of offenses, however, still remained seven percent below the level recorded in 1981 — when reported crime hit an all-time high.

SECURITY FOR THE JULY 4 Liberty Weekend turned out to be a "perfect operation" for the New York City Police Department, which covered the city in a

"blanket of blue." More than 22,000 cops patrolled the streets for four days, joined by 40 other agencies including the Secret Service, the Federal Bureau of Investigation, the Navy and the Coast Guard. "There was incredible coordination with all the other agencies," said First Deputy Police Commissioner Richard J. Condon.

THE UNITED STATES

dispatched Army personnel to aid Bolivia in that country's attack on the jungle strongholds of drug traffickers. The operation marks the first time U.S. troops had been authorized to use their weapons to help combat drug trafficking abroad. Those who have criticized the Administration's anti-narcotics efforts called the move the closest thing yet to a real "war on drugs."

"Civil liberties ends up being abridged when the military gets into the business of civilian law enforcement."

Barry Lynn, legislative counsel of the American Civil Liberties Union, on the assignment of U.S. military personnel to anti-drug duties in Bolivia.

THE FORMATION OF special police squads designed to

catch career criminals can substantially increase the likelihood of arresting, prosecuting and convicting such chronic offenders on felony

charges, said a joint study by the Police Foundation and the National Institute of Justice. The report urged that large, urban police departments consider setting up special units to apprehend repeat offenders. Few depart-

ments have adopted the approach thus far.

CONGRESS PASSED AND President Reagan signed legislation sponsored by Rep. Bill Hughes (D.-N.J.) which will strengthen the record-keeping and interstate transportation provisions of Federal firearms laws. The bill requires individuals carrying guns in interstate commerce to be in full compliance

with the laws in both their home state and the destination state. In

addition, persons who sell guns to terrorists, even if there is no profit motive involved, will be prosecutable under the bill.

TEN POLICE OFFICERS IN Massachusetts were indicted on Federal racketeering charges in connection with a scheme to steal police exams and raise their own scores and lower the scores of rivals. U.S. Attorney William F. Weld called the indicted officers a "tightly knit clique moving to seize governmental power."

A POLICE OFFICER IN Coral Gables, Fla., developed a device to alert officers up to a mile away that their patrol cars have become too hot for police dogs waiting inside. Officer Mark Scanlan of the K-9 squad created the device after two dogs died when air-conditioning units in the cars failed.

COMINGS & GOINGS: South Tucson Police Chief Pete Legleu, 45, resigns as police chief and is replaced by Bobby Wayne Moreland, a 21-year veteran of the Tucson police. . . . Columbus, Ohio, Police Officer Gary Barth is named Officer of the Year in Central Ohio. . . . Joseph A. Varga, 25, is named police chief of Boston Heights, Ohio. . . . Police Officer Gregory Henderson of Livonia, Mich., is named Officer of the Year by the Police Officers Association of Michigan. . . . Steven Zalaa is named acting director of the Cicero, Ill., police department, replacing Otto Svehla, who resigned. . . . Baltimore Det. Carolyn Gillaepie is named Police Officer of the Year by the Baltimore Evening Sun. . . .

AUGUST: President Reagan and staff head for the bottle

THE REPUBLICAN CANDIDATE for sheriff of Cook County, Ill., James O'Grady, called for the resignation of Democratic incumbent Richard Elrod on the grounds that Elrod has done nothing to curb corruption in the department. O'Grady charged that the "word on the street was that Elrod's people were dirty and were dealing with the mob."

CALLING FOR THE voluntary drug testing of all Federal employees, President Reagan and senior White House staff members voluntarily submitted to urinalysis drug screening tests.

AS THE NATION WAS swept by growing reports of crime and suffering attributed to the use of the drug crack, President Reagan called for a national mobilization against drugs, including plans for a sweeping

drug-education effort. In Congress, meanwhile, Republicans and Democrats began exploring their own plans for responding to public concern about drugs.

PERU BEGAN A MAJOR anti-cocaine operation, deploying two squadrons of Peruvian Air Force planes to fly sorties into the Amazon jungles and attack drug producing sites and jungle airstrips.

THE NEW YORK CITY Police Department seized 30 cars belonging to crack users who had driven into the city to buy the drug. While the 1970 civil statute used as the grounds for the seizures had been applied in the past primarily to drug dealers, a review of the Federal law determined that the law could be applied with equal force to buyers.

WITH NEARLY ONE-

fourth of a Boston police recruit class flunking out of the academy six weeks into the eighteen-week program, the department established two remedial reading and writing programs in coordination with Northeastern University and the University of Massachusetts. While the programs should go a long way toward providing a short-term solution, according to Peter Welsh, director of the Boston Police Department's bureau of administrative services, it is "doubtful" that real change will take place until the state's Civil Service exam is modified.

THE INTERNATIONAL Association of Chiefs of Police (IACP) released a model drug testing policy Aug. 13 that was designed to help police executives identify and handle the use of illegal drugs by employees and agencies.

THE NATIONAL ASSOCIATION of Town Watch reported the best turnout ever for its annual National Night Out, a crime-prevention effort that has neighborhood residents take to their stoops, porches and lawns to make a statement against crime. The Night Out, held on Aug. 12, involved 4,720 communities in 49 states.

SENATORS FROM TWO Western states said on Aug. 11 that President Reagan had lent his support to their efforts to ease the national 55-mile-per-hour speed limit. Senators Steve Symms (R.-Ida.) and Henry Hecht (R.-Nev.) said the President had indicated that the speed limit was a matter that should be returned to the states.

THE SENATE PASSED AND sent on to President Reagan a bill

to outlaw armor-piercing ammunition. The Senate approved the House version of the bill with no amendments.

COMINGS & GOINGS: Washington, D.C., Metropolitan Police Officer Kevin Welsh, 34, loses his life after jumping off a bridge to save a mental patient. . . . Maj. John W. Hertridge becomes the highest-ranking black trooper in the New York State Police. . . . Tommy Moffet, 36, is selected as police chief of Biloxi, Miss., the first black to hold the post. . . . Mayor James A. Sharp Jr. of Flint, Mich., demands the resignation of Police Chief William Lyght Jr. . . . Michael D. Willson is named head of the FBI's Chicago field office, succeeding Edward D. Hegarty, who retired. . . .

SEPTEMBER: Senate OK's Rehnquist & Scalia

MOVING TO CAPTURE THE political high ground in the most recent campaign against drugs, the House passed a package of anti-drug legislation that included the death penalty for certain drug-related crimes and a provision to allow the use of illegally seized evidence in some drug trials. The bill, passed by a bipartisan margin of 392 to 16, also requires the military to curb drug smuggling. The legislation would provide \$2 billion in funds in fiscal year 1987 and a total of more than \$4 billion over the following three years.

THE PHARMACEUTICAL industry got caught up in "gold-rush" fever as the impetus to establish drug-testing programs by both private corporations and government agencies increased. The total market for tests is estimated at \$80 million in the United States and \$115 million worldwide — a figure that analysts say will more than double by 1990.

THE U.S. SUPREME COURT got approval from the U.S. Senate to rearrange its formal portrait on Sept. 17, when William H. Rehnquist was confirmed as Chief Justice and Antonin Scalia was

confirmed as Associate Justice. Scalia's confirmation vote of 98-0 contrasted sharply with the 65-to-33 margin for Rehnquist — the most negative votes for any confirmed Justice in the history of the Court.

apent on drug-enforcement activities along the U.S.-Mexican border.

FEDERAL DISTRICT Judge H. Lee Sarokin of Newark, N.J., ruled that the mandatory

stripped of such controversial measures as a death penalty for drug crime, stiffens penalties for major narcotics traffickers and dealers who use juveniles in their sales operations. It also requires the Pentagon to provide what

compliance with the speed limit. Raising the limit, he said, would be "too much of a price to pay" for the few hours motorists would save each year.

ON SEPT. 19, THE REAGAN Administration for the first time entered a case to argue that the random drug testing of police officers does not amount to unconstitutional search and seizure. The 33-page brief was filed by the Justice Department in a case in Boston, defending the city's plan to conduct drug screening for its police officers.

COMINGS & GOINGS: Thomas L. Sheer is named head of the FBI's New York field office, replacing John L. Hogan, who retired. . . . Robert DeFauw announces he will be stepping down in January as special agent in charge of the Drug Enforcement Administration's Detroit office. . . . Bruce Benson, deputy chief of the Flint, Mich., Police Department, resigns Sept. 8 to become director of public safety at Michigan State University. . . . Jim Davis, a 22-year veteran of the Portland, Ore., Police Bureau, is appointed chief of police, succeeding Penny Harrington. . . .

"In order to win the war against drugs, we must not sacrifice the life of the Constitution in the battle."

Federal District H. Lee Sarokin, in throwing out a mandatory drug-testing program for police and firefighters in Plainfield, N.J.

ACCORDING TO RECENT-ly tabulated probability figures from the Uniform Crime Reports, an average of one out every four residences throughout the nation is likely to be burglarized over a 10-year period. From 1980 to 1985, said the report, residential burglaries reported to law enforcement resulted in losses totaling more than \$13 million.

PRESIDENT REAGAN unveiled plans for his anti-drug crusade on Sept. 15. The President's plan would allot an estimated \$233 million for drug-abuse prevention, treatment, research and education. More than twice that amount would be

drug-testing program established for police and firefighters in Plainfield, N.J., was unconstitutional. The judge said drug tests, which he likened to warrantless searches, should only be employed when there is a strong suspicion of drug use. His ruling came just three days after President Reagan ordered the heads of all Federal agencies to establish a program of drug testing for more than one million Federal employees.

BY A VOTE OF 97-2, THE Senate passed its own package of anti-drug legislation on Sept. 30. The Senate's version, which in the face of a threatened filibuster was

equipment it can to the drug war, although an amendment to use soldiers and sailors for "hot pursuit" chases of smugglers was rejected. Senators postponed deciding the critical issue of how the bill will be paid for until Congress adopts an omnibus spending bill to fund all Government programs for fiscal year 1987.

THE SENATE APPROVED raising the national speed limit along rural stretches of Interstate highways in a 55-36 vote. Sen. Robert Stafford (R-Vt.) voted against the legislation even though his state is in imminent danger of losing millions in Federal highway funds for non-

On the record: the 1986 LEN interviews



Hennessey



Knox



Vaughn

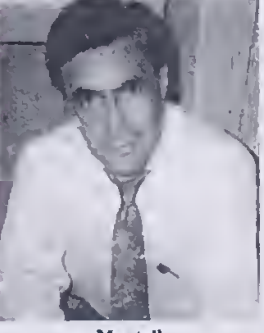
- Jan. 6 Michael Hennessey, Sheriff of San Francisco County, Calif.
- Jan. 27 Rudolph Giuliani, U.S. Attorney for the Southern District of New York, the Law Enforcement News "Man of the Year, 1985"
- Feb. 10 Charles Knox, Police Director of Newark, N.J.
- Feb. 24 H. Jerome Miron, director of the National Sheriffs' Association Victim Assistance Program
- March 10 Stanley E. Morria, Director of the U.S. Marshals Service
- March 24 Ronald Van Raalte, author of a forthcoming book that takes a detailed look at police line-of-duty deaths throughout American history
- April 7 Dick W. Bowman, Sheriff of Elkhart County, Ind.
- April 21 Fred Rice, Superintendent of the Chicago Police Department
- May 5 Jerald R. Vaughn, executive director of the International Association of Chiefs of Police
- May 26 Billy D. Prince, Police Chief of Dallas, Tex.
- June 9 Francis M. Roache, Police Commissioner of Boston, Mass.
- June 23 Darrel W. Stephens, Police Chief of Newport News, Va., and executive director-designate of the Police Executive Research Forum
- July 7 John L. Hogan, assistant director of the Federal Bureau of Investigation and head of the FBI's New York field office
- Aug. 15 Robert C. Wadman, Police Chief of Omaha, Neb.
- Sept. 9 John A. Calhoun, executive director of the National Crime Prevention Council
- Sept. 30 Kevin M. Tucker, Police Commissioner of Philadelphia, Pa.
- Oct. 14 Hubert Williams, president of the Police Foundation
- Oct. 28 Dr. Aldo Grassi, presiding magistrate at one of the "maxi-trials" of organized crime figures in Sicily
- Nov. 11 Robert C. Trojanowicz, director of the National Neighborhood Foot Patrol Center and director of the Michigan State University School of Criminal Justice
- Nov. 25 Dr. Michael R. Mantell, chief psychologist of the San Diego Police Department
- Dec. 9 Wealey A. C. Pomeroy, executive director of the Independent Review Panel in Dade County, Fla., and president of the International Association for Civilian Oversight of Law Enforcement
- Dec. 30 Richard Boyd, national president of the Fraternal Order of Police



Prince



Tucker



Mantell

OCTOBER: Police heads roll in Omaha and Pittsburgh

OMAHA POLICE CHIEF Robert Wadman was fired by Mayor Michael Boyle after Wadman refused to endorse stern disciplinary measures against a captain and two lieutenants involved in the drunken driving arrest of Boyle's brother-in-law, John E. Howell. (See closeup, Page 4.)

JOHN J. NORTON, the public safety director of Pittsburgh, was fired early this month by Mayor Richard Caliguiri, who said Norton's "judgment has been called into question by the public." While Norton's tenure has been pocked with controversy, Caliguiri sacked the outgoing president of the International Association of Chiefs of Police when Norton was accused of billing both the association and the city for expenses incurred while interviewing for the position in 1985. Norton did not deny the allegations. (See closeup, Page 4.)

THE CRIME STOPPERS program, which rewards citizens for offering anonymous tips that help solve haffling crimes, was hailed by the National Institute of Justice as a "significant grassroots movement."

A SURVEY BY THE Bureau of Justice Statistics estimated that 700,000 fewer crimes occurred during 1985 than there were in 1984. Robbery dropped 11 percent during 1985 and the rate of personal theft dropped three percent.

THE CRIME CONTROL Institute published a study in which it said the number of

representatives anxious to adjourn and hit the campaign trail, anti-drug legislation was passed at the eleventh hour by Congress thanks to an unusual parliamentary maneuver that allowed the

House to send two versions of its drug legislation to the Senate for approval — one that contained a death penalty and one that did not. The Senate opted for the ver-

the weeks after the arrest of 12 police officers and one sergeant on charges of extorting money and drugs from narcotics dealers in the area served by the 77th Precinct.

ON OCT. 6, PRESIDENT Reagan ordered Federal departments and agencies to begin drafting plans for the drug testing of

Guido, Chief of Inspectional Services of the New York City Police Department, retires Oct. 15 and is succeeded by Assistant Chief Daniel F. Sullivan. . . . Linda Weaver, a 14-year veteran of the Johnstown, Pa., police force, is named police chief there, becoming the only female chief in the state. . . . Hardin County, Tenn., Sheriff C. David Seaton Jr. is indicted Oct. 1 by a Federal grand jury on charges of protecting drug dealers and conspiring to sell drugs. . . . Kearny, Neb., Police Chief Robert Jatzak resigns, citing personal reasons. . . . Maj. Paul McGowan, 38, becomes head of the Nevada Highway Patrol on Oct. 6. . . .

Lois Haight Herrington resigns as assistant U.S. attorney general. . . . Special Agent Edmundo Mirales Jr. of the FBI is chosen as Police Officer of the

Year by the IACP and Parade magazine. . . . Sheriff Jimmy Gable of McCormick County,

S.C., is found guilty of embezzling U.S. Treasury checks. . . . Wichita County, Kan., Sheriff

Melvin McKellipe resigns, citing poor health. . . .

Robert Wadman, upon being fired as police chief of Omaha for refusing to sign disciplinary orders demanded by the Mayor.

"If I don't stand up for my people when they're right, then the purpose of being a police chief is lost from that moment."

civilians killed by police in major cities has dropped 50 percent in the past 15 years. Much of the decline, the study found, is due to the reduced killings of blacks. In addition, authors Ellen G. Cohen and Lawrence W. Sherman found that tougher police policies and discipline regarding police shooting, combined with better training and increased civil litigation, were key factors in the decline.

WITH SENATORS AND

sion which did not contain a death penalty provision. House majority leader Jim Wright of Texas called the legislation "a bipartisan and bicameral approach to the most serious social problem that confronts our country, the menace of deadly drugs." (See closeup, Page 16.)

THE VOLUME OF COMPLAINTS to the New York City Police Department's Internal Affairs Division began to climb in

those employees whose jobs involve national security, health or public safety. The President also proclaimed the week of Oct. 5-11 as National Drug Abuse Education and Prevention Week.

TRIAL BEGAN IN MIAMI for seven current and former police officers accused of taking part in a cocaine racketeering conspiracy.

COMINGS & GOINGS: John

NOVEMBER: CIA goes hunting for police expertise

THE CENTRAL INTELLIGENCE Agency was revealed to have openly approached 18 major city police agencies, asking for their assistance in enlisting veteran police investigators for counter-terrorism operations abroad. While some agencies, such as Boston and New York City, said they would allow their personnel to be recruited, others, including Los Angeles and Houston, refused to cooperate because they did not want to lose experienced officers.

REPUBLICAN JAMES O'Grady, a former Chicago police superintendent, won the race for Cook County, Ill., sheriff by 35,000 votes over 16-year incumbent Richard Elrod. O'Grady's victory marked the first time in 10 years that a Republican has held countywide office in what has traditionally been a Democratic stronghold.

A GRAND JURY IN DADE County jury refused to indict a merchant, Prentice Raeheed, after a make-shift booby trap set in the ceiling of his general store electrocuted 26-year-old burglar Odall Hicke. Raeheed faced possible manslaughter charges but the grand jury said it did not believe Raeheed intended to kill anyone.

A CONCERTED EFFORT to reduce overtime earnings among officers of the Port Authority

Police of New York and New Jersey apparently backfired. Not only did agency management fail to curb overtime spending, it increased by 24 percent so far this year.

A U.S. DISTRICT JUDGE in New Orleans halted the Customs Service's drug testing program and in the process raised doubts about the constitutionality of President Reagan's plan to test all Federal employees in sensitive positions. The suit was brought by the National Treasury Employees Union. (See closeup, Page 7.)

AN 18-MONTH STUDY BY A special mayoral task force recommended sweeping changes in the New York City Police Department's hiring, recruiting and training policies. The head of the advisory committee, former deputy mayor John L. Zuccotti, suggested that in order to achieve a qualified, more racially balanced force, the department do away with promotions based exclusively on written examinations.

A STUDY RELEASED BY the National Institute of Justice deflated the myth that domestic violence calls are among the most dangerous events answered by police. During the 12-year period from 1972 to 1984, researchers discovered that 69 officers were killed responding to domestic

violence calls while 210 officers died responding to robberies.

THE NEW YORK CITY Patrolmen's Benevolent Association and Police Commissioner Benjamin Ward came to a compromise agreement on the Commissioner's proposal to transfer 20 percent of the force annually as an anti-corruption measure. The

plan, proposed in the wake of the 77th Precinct scandal, sparked a work slowdown by the city's patrol officers. Under the compromise, only new recruits will be subject to transfer. In addition, they will be paired with veteran officers to enhance the rookie's training while breaking up partnerships which might have formed among Police Academy classmates.

A FEDERAL DISTRICT judge in Chattanooga ruled that mandatory drug testing for the city's police and firefighters is unconstitutional.

A MAYORAL TASK FORCE in St. Paul, Minn., recommended

an annual review of the city's progress in implementing its affirmative action program, the expansion of a human relations workshop for police and the establishment of an oversight system whereby "lay members" of the community are directly involved in the process of evaluating complaints against police officers.

THIRTEEN POLICE departments were approved by the Commission on Accreditation for Law Enforcement Agencies. The newly accredited agencies were the police departments in: Phoenix, Ariz.; Greeley, Colo.; Rome, Ga.; Palatine, Ill.; Wilmette, Ill.; Herndon, Va.; Danvers, Mass.; Plainboro Township, N.J.; Greeneboro, N.C. and Englewood, Ohio. CALEA also accredited the Montgomery County, Ohio, Sheriff's Department, the Clark County, Wash., Sheriff's Department and the Virginia State Police.

ACCORDING TO A STUDY by the Crime Control Institute,

drunken drivers involved in fatal automobile accidents often escape prosecution because they are allowed to leave the scene without being tested for alcohol abuse. "The national statistics on the number of traffic deaths due to drunk driving are unreliable and misleading," said Dr. Lawrence W. Sherman, president of the institute.

COMINGS & GOINGS: "Onion Field" killer Jimmy Lee Smith is freed from prison. . . . Dale Carson, Sheriff of Duval County, Fla., for 28 years, retires after having suffered a mild heart attack in July. . . . Oak Park, Ill., Police Chief Keith Bergstrom resigns under protest Nov. 7, claiming he was not told his work was unsatisfactory. . . . Pomeroy, Wash., Police Chief Jack Bunch dies in a fall from a nine-foot ramp Nov. 5. . . . Mack Vines resigns as director of the U.S. Bureau of Justice Assistance to become police chief of Cape Coral, Fla. . . . Glen M. Cannon is named public safety director of Pittsburgh, succeeding John J. Norton. . . .

The year in focus: the war on drugs

Whether it was as a result of the deaths of two prominent athletes from drug-related complications, or the pressures that naturally comes with a Congressional election year, there was no mistaking the overriding criminal justice theme of the second half of 1986 — drugs, drugs and more drugs.

The nation's attention was captured at mid-year by the fate that befell Len Bias, a highly-rated basketball star from the University of Maryland, and Don Rogers, a defensive back for the Cleveland Browns. Almost one right after the other, it seemed, both young men died of heart problems tied to their use of cocaine. And through the summer, two new words entered the country's drug vocabulary: on the East Coast, it was called crack, and on the West Coast it was rock. Either way, the substance was the same — a purified, highly addictive, potentially lethal form of cocaine. It was so easy to make, law enforcers faced the problem of kitchen laboratories springing up in cities from coast to coast. It was so addictive after just one or two trills, users were reported to be leaving their children as collateral while they ran off to get more money for more crack.

The reaction in Washington, D.C., and around the country was one of frenzy, as Congress, the executive branch and a plethora of law-enforcement agencies worked to find solutions to the drug problem. Police agencies reported more and bigger seizures of marijuana and cocaine, President and Mrs. Reagan called for a "crusade" and a "national mobilization" against drugs, and members of both parties in both houses of Congress ran helter-skelter trying to draft omnibus anti-drug abuse legislation.

In July, national concern over drug smuggling spilled over the border as U.S. Army personnel and aircraft were dispatched to Bolivia — at that Government's request — to aid the national police there in raiding the strongholds of drug traffickers. Under orders reviewed by President Reagan, a C-5A military transport carrying six Black Hawk transport helicopters and about 100 U.S. Army pilots, officers and support personnel flew into Santa Cruz, Bolivia

on July 14 for an operation expected to last 60 days. This event marked the first time U.S. troops have been authorized to use their weapons to fight drug trafficking abroad.

For some legislators, it also marked the first time the Reagan Administration had taken action consistent with its claim to be conducting a "war on drugs."

In most cases, Army and Bolivian police personnel raided jungle sites that had been abandoned by drug processors. Their actions did take a toll on the cocaine-dependent Bolivian economy, and on the domestic price and availability of cocaine, but within a month after the U.S. military presence was ended, coca labs were said to be back in operation once again.

The summer also brought one of the first initiatives under the Administration's crusade against drugs — a proposed \$266-million effort to cut off drug supplies at the Mexican border. Known as Operation Alliance, the plan would entail sending hundreds of additional law-enforcement officers, investigators, prosecutors and others to the Mexican border to combat drug and arms trafficking, illegal immigration and related criminal activity.

As the summer waned, and with it, the campaigning for November elections heated up, there came a blizzard of legislative and law-enforcement proposals on how to combat illegal drug activity. Both Congress and the White House worked diligently to put together a comprehensive anti-drug bill that would allocate funds for law enforcement and drug rehabilitation and prevention programs, as well as mete out adequate punishment for drug dealers and smugglers.

Although President Reagan asked for bipartisan, bicameral cooperation in drafting legislation to meet the problem, both houses of Congress and the White House ultimately ended up jockeying to have their own version of anti-drug legislation come out on top.

In the House, where representative after representative introduced amendments to address items of special interest — and with no Congressman wishing to be labeled "soft on drugs" — the bill that was first

reported called for use of the military in halting the drug trade, allowed the use of illegally seized evidence in certain drug trials and would have imposed the death penalty for certain drug-related crimes.

Although the Senate bill had originally included a death-penalty provision, it was removed after a coalition of Democrats and moderate Republicans threatened a filibuster. As the end of the 99th Congress drew to a close, neither House wanted a filibuster that would have resulted in the drug legislation going by the boards — and with it, torrents of blame being cast about for the legislation's not being passed.

Right up until the end of session, the drug bill became a seesaw battle, as the House would pass its bill with the death-penalty provision and the Senate would send it back for revision. Finally, in an unusual parliamentary maneuver, the House passed two versions of the bill — one with and one without the death penalty — and left it up to the Senate to choose between them.

The Senate chose the version of the bill without the death penalty. Signed into law by President Reagan on Oct. 27, the bill would have given \$225 million to state and local governments for enforcement in 1988 and \$200 million for drug-education efforts, and considerably more for drug enforcement activities.

The effect of the bill remains to be seen. The President's new budget, released in January 1987, proposes the elimination of the grant money for state and local enforcement as well as halving the money for drug abuse education. Some of the money would be diverted to the construction of new Federal prisons. The Administration said the "one-time infusion" of \$225 million in 1987 already appropriated by Congress, "will provide significant assistance to local drug enforcement efforts, so such grant funds will no longer be needed in 1988." As may have been expected, the cuts were denounced by both Republicans and Democrats.



Dist. News America Syndicate, 1986

DECEMBER: Turning up the heat for armed criminals

BALTIMORE POLICE Commissioner Bishop L. Robinson unveiled his department's Handgun Enforcement Arrest Team (HEAT), a program which police are confident will have an impact on the use of illegal handguns in the city. In addition to the assistance the department will receive from the Bureau of Alcohol, Tobacco and Firearms, the program employs a computerized "gun file" that allows investigators rapid access to information on recovered handguns and handguns wanted by investigators.

FIELD TRAINING FOR police officers was hailed by the National Institute of Justice as playing "a significant role in teaching new officers how to handle themselves effectively on the street." An NIJ report said such exposure to actual street experience helps recruits apply principles learned in the classroom to live situations. Two-thirds of the agencies surveyed by NIJ said their field-training programs were less than 10 years old.

THE U.S. SUPREME COURT refused on Dec. 1 to review a lower court ruling that it was unconstitutional to fire two Alabama police officers who would not testify about their role in a shooting investigation which took place in 1983. The Court rejected an appeal by the City of Montgomery, Ala., that challenged a lower court ruling that the dismissal of officers Lonnie Benjamin and Harold Hicken violated their Fifth Amendment rights.

THE NATIONAL INSTITUTE of Justice reported that nearly 60 percent of the surviving spouses of slain police officers develop Post-Traumatic Stress Disorder. In addition, the report said, relatives of slain officers often endure psychological

distress for a long time but do not seek help to discuss their problems because of embarrassment or fear of seeming weak. The report urged police departments to become more proficient at addressing the survivors of slain police officers.

"Whatever influence the Knapp Commission had in terms of a moral imperative no longer exists."

First Deputy Commissioner Richard Condon of the New York City Police Department, on the growing problem posed by drug-related police corruption.

A MAN WHO WAS ON BOTH the FBI's ten most wanted fugitives list and the U.S. Marshals Service's fifteen most wanted list was captured on Dec. 9 by both agencies near Chicago. Terry Lee Conner had been wanted in connection with a series of bank robberies where hostages were taken in the Western and Midwestern United States.

THE BUREAU OF Alcohol, Tobacco and Firearms (BATF) announced that the homing of abortion clinics has dropped substantially since 1984. However, none of the seven homings that have taken place this year have been solved, according to Daniel Hartnett, deputy associate director of the bureau's Office of Law Enforcement.

ATLANTA MAYOR Andrew Young and the city's police union agreed to a 12.5-percent salary hike for officers over the next two years. Although the increase amounts to only half of what the International Brotherhood of Police Officers had originally asked for, the union settled for less because of the city's inability at this time to provide a larger increase.

THE GRAND RAPIDS, Mich., Police Department announced that a mandatory drug testing program for all civilian employees whose jobs require them to handle narcotics. Hegarty said the program will include announced and surprise drug

COMINGS & GOINGS: Robert Colangelo, the New York City Police Department's chief of patrol, is named chief of detectives, succeeding Richard J. Nicastro, who stepped down Dec. 31, after reaching the department's mandatory retire-

"We are not against drug testing, but we are for the maintenance of constitutional rights."

Richard Boyd, national president of the Fraternal Order of Police.

tests for lab chemists and technicians.

THE SAN DIEGO POLICE Department abandoned its restraint policy in the wake of public furor after a black man arrested for walking his dog without a leash was yoked by a rope to a mounted officer's saddle and led through neighborhood streets on his way to the police station.

ment age of 63.... Assistant Chief John McCabe is named to succeed Colangelo as chief of patrol, and Assistant Chief Anthony Voelkner becomes the new chief of personnel.... Thomas L. Sheer, the new head of the FBI's New York field office, assumes his responsibilities on Dec. 4.... Donald Chesworth steps down as superintendent of the New York State Police on Dec. 31, and is succeeded by 24-year veteran Col. Thomas Constantine....

DOMESTIC VIOLENCE/ CRISIS MANAGEMENT TRAINING FOR POLICE & SECURITY

Unique training approach combines professional expertise with innovative hands-on instruction.

PACT/Performing Arts for Crisis Training Inc.

11 John Street, New York, N.Y. 10038

(212) 786-1980

Contact: Joyce St. George

This Periodical
is Indexed in

The
Criminal Justice
Periodical Index



University Microfilms
International

Please send additional information

for _____ (name of publication)

Name _____

Institution _____

Street _____

City _____

State _____ Zip _____

300 N. Zeeb Road, Ann Arbor, MI 48106

Goldstein's vintage ideas are now taken for granted

Continued from Page 12

ing study. "He's as willing to learn from his discussions with patrolmen as he is from high-level discussions among chiefs with the greatest of reputations in this country. He seems to be able to sit down, roll up his sleeves and talk with whomever it is that can inform him about the questions he's currently posing."

And in that vein, Salshury adds, Goldstein is also one who "laments his inability to have closer and greater contact with the field as a result of being a teacher in Wisconsin."

That, if anything, is one of the frustrations that Goldstein will admit to sensing amid all the rewarding chapters of a productive career. Certainly he gets enormous satisfaction from seeing veteran police officers come alive when given new opportunities and challenges, as he does from the knowledge that so many of the ideas he pioneered in the 1960's are now "taken for granted" as standard police wisdom and practice. He also takes evident pride and great satisfaction in the people who have gone through the Wisconsin program

and become shining stars in criminal justice in their own right — people like Harvard University professor and researcher George Kelling and the late executive director of PERF, Gary Hayes.

But therein too lies what Goldstein identifies as his "single greatest source of frustration." Located on a college campus, Goldstein says he routinely sees large numbers of "extraordinarily qualified, highly motivated individuals," and he says he is saddened by the fact that "there's no way we can get a higher proportion of the most talented people drawn into the police field." The problem lies in the nature of the present personnel structure of policing, he says, but even so, he maintains that "there ought to be a way we can channel some of the best, freshest, most talented minds and committed people into policing."

Given the time frame that may be required to achieve a full-scale, nationwide adoption of the concepts embodied in problem-oriented policing — and some would suggest it's setting the stage for the police leaders of the 21st century — the time may be now for the development of those who will be leading the police into

that era and that way of thinking. As NIJ's Bill Salshury notes, problem-oriented policing has "the potential to be the springboard to the next generation of police thinkers." And that next generation may well look back at Goldstein as the man who set the wheels in motion for them and positioned them on the right track.

"Herman Goldstein symbolizes his work to reach out to the practitioner," applauds James K. Stewart, the director of NIJ. "That's one of the things that has made an enormous difference in his work, plus his insight. I thank Goldstein as a scholar, as a man who's willing to dedicate much of his professional life to really improving one of the most important professions in America, policing."

Echoes Patrick Murphy: "Herman Goldstein might have gotten less publicity and less attention than some of the other things that have been highly publicized, but I think he has made and continues to make an enormous contribution in a very practical way. Maybe something like problem solving sounds a bit mundane, but when you get the results that they have gotten out of Newport News, it shows you."

Jobs

Assistant Professor. Bowling Green State University has a tenure-track opening for an assistant professor of criminal justice for Fall 1987.

Candidate with a Ph.D. in criminal justice are preferred; Ph.D. in closely allied field considered. The position requires a strong commitment to research and publication as well as excellent teaching/advising/service capability. The university's strong multidisciplinary program depends on a small criminal justice faculty for a core of criminal justice courses that strongly emphasize educational and intellectual pursuits as opposed to technical training. Competitive and selective student admissions guarantees small, high quality classes placing emphasis on excellence.

To apply, send letter of application, curriculum vita and three current letters of reference to: Clyde R. Willis, Ph.D., Dean, College of Health and Human Services, Bowling Green State University, Bowling Green, OH 43403-0280. Deadline for applications is Feb. 15, 1987.

Deputy Sheriffs. The Sarasota County, Fla., Sheriff's Department has a number of entry-level vacancies.

Applicants must have at least an associate's degree or the equivalent with no experience (with experience, applicants must have at least 30 semester hours of college). Other qualifications include eyesight 20/100 uncorrected, correctable to 20/20. Must undergo screening process that includes successful completion of written exam, strength and endurance test, polygraph exam and oral review board.

Annual salary range is \$16,000 to \$22,984, plus educational incentive monies, depending on experience. Excellent fringe benefits, including paid vacation, sick leave, group medical and dental insurance, life insurance, Florida State Retirement

System. Permanent shifts, career service protection under state law.

To apply, send resume or contact: Personnel Intake, Sarasota County Sheriff's Department, P.O. Box 4115, Sarasota, FL 33578. Telephone: (813) 366-9360. An affirmative action/equal opportunity employer.

Police Chief. An experienced law-enforcement executive is being sought by Munster, Ind., a progressive northwestern Indiana community of 22,000. The police department operates under a council-manager form of government with a Board of Safety as policy board. Department consists of 28 sworn and 8 civilian employees, with an annual budget of \$1.25 million.

Candidates should have a minimum of eight years experience in law enforcement, or criminology and have demonstrated strong leadership, interpersonal, supervisory and administrative skills. Appointment is subject to the approval of the town board. Salary is \$27,477 to \$37,854, plus excellent fringe benefits.

To apply, send resume to: Town Manager, 1005 Ridge Road, Munster, IN 46321. Deadline is Jan. 31, 1987.

Chief of Police. Oak Park, Ill., a suburban community of 55,000 on the western boundary of Chicago, is seeking a proven professional to run a police department of 176 personnel and a budget of \$7.5 million.

The position requires an individual with strong leadership and motivational skills, who is results-oriented and has an open and participative management style. Personnel development, operations and systems experience are important, as is the ability to relate positively with a multi-cultural/racial population. Applicants must have law-enforcement experience at the ad-

ministrative or management level, and at least a bachelor's degree (master's degree preferred). The position, appointed by the village manager, offers a great challenge and outstanding opportunity for advancement in police administration. Salary range is \$40,000 to \$55,000, with excellent fringe benefits.

To apply, send resume to: Village Manager, 1 Village Hall Plaza, Oak Park, IL 60302. Deadline is March 1, 1987. An equal opportunity employer.

Police Officer Recruits. The city of Tempe, Ariz., is seeking to fill entry-level positions.

Candidates should be high school graduates with additional coursework in social work, law enforcement, psychology and sociology. An equivalent combination of experience and training that provides the requisite knowledge, skills and ability is acceptable. Applicants must be between 19 and 49 years of age. Vision must be no worse than 20/100 in either or both eyes, correctable to 20/20 in one eye and 20/30 in the other. U.S. citizenship is required.

Testing for the position will begin on Feb. 6, 1987, and will include a written examination and a physical agility assessment. Recruits must undergo 15 weeks of police academy training. Salary for police officers ranges from \$21,665 to \$33,999, plus differential for night shift and uniform allowance.

To apply, obtain official city application form by writing to: City of Tempe, Employment Office, 31 E. 5th Street, Tempe, AZ 85281. Telephone: (602) 731-8276.

Managerial Positions. The International Association of Chiefs of Police is seeking to fill a number of staff positions.

¶ **Manager of Testing Services.** This individual will be responsible

for testing services, including entry-level, promotional and assessment center process.

Knowledge of testing methodology and procedure is essential. Qualifications include a B.A. degree (an advanced degree relating to testing, or practical experience in testing, may be substituted). Knowledge of law enforcement is preferred.

¶ **Assistant Training Manager.** This individual will be responsible for on-site coordination of all training programs to insure professional standards, manage development of course catalog and establish course outline, objectives and curriculum. Qualifications include a bachelor's degree and excellent writing skills. Experience in evaluation of programs and law enforcement experience is preferred. The position requires extensive travel.

¶ **Manager, Executive Search.** This individual will be responsible for the management and development of IACP's executive search program. The successful candidate will meet with governmental agencies to place police administrators in executive positions. Candidates must have a B.A. degree, the ability to write and speak clearly, four years experience in a command position in a law-enforcement agency, and teaching experience.

To apply for any of these positions, send resume to: IACP, P.O. Box 6010, Gaithersburg, MD 20878. Attention: Personnel.

Police Officers. The Minneapolis Police Department is accepting applications for the position of police officer.

Applicants must be U.S. citizens of good moral character, with no felony convictions involving moral turpitude. Height must be proportionate to weight, vision must be 20/100, correctable to 20/40. Educational requirements include a two-year law enforcement degree, along with academy training and licensing for out-of-state applicants. Minnesota POST certification will be required.

No written exam is given. A physical exam is required, which includes stress and agility components. Other testing includes a psychological evaluation, oral interview and an extensive background investigation. The City rates applicants on the basis of the application form. Applicants should be thorough and complete in filling out application, including all certificates, citations, transcripts of all training and experience. Rating for employment is based on education and experience.

Salary starts at \$735 biweekly, increasing to \$793 biweekly after 12 months (contract subject to renegotiation in January 1987). Excellent fringe benefits.

To apply or to obtain further information, contact: Mary Ann Stark, Recruiter, Minneapolis Police Department, 312 3rd Avenue So., Minneapolis, MN 55415. Telephone (612) 348-3787. Deadline is January 31, 1987.

Be the best that you can be — read the best in police journalism

Law Enforcement News brings you the broad, complex universe of policing 22 times each year, giving you a timely, comprehensive look at the news in a way no other publication. If you're not already a subscriber, just \$18 a year is all it takes to add LEN to your regular diet of essential reading. (And, if you pre-pay for your subscription, you can knock \$2 off the regular one-year price — you'll pay just \$16.) Just fill out the coupon below and return it to LEN, 444 W. 56th St., New York, NY 10019.

Name _____
Title _____
Agency _____
Mailing Address _____
City _____
State _____ ZIP _____

Chief of Police City of Stamford, Connecticut

Stamford, Conn., a diverse community of 106,000, is located on Long Island Sound at the southwestern end of Connecticut approximately one hour from New York City. Encompassing an area of 40 square miles, Stamford has the third largest concentration of corporate headquarters in the nation. 45,000 people commute in daily, yet the community maintains a balance of fast paced urban life with suburban residential areas.

The department consists of 300 personnel with a budget of \$17 million.

Minimum qualifications include: working experience as a police officer; baccalaureate degree from an accredited college or university in business, public, police or criminal justice administration; ten years progressively responsible experience in police administration; and unblemished record of integrity. Advance education required. Position demands strong emphasis on organization and management skills and systems implementation; demonstrated skills in team building and communicating with all levels of the police department; track record of willingness to work with a community in pursuit of common goals; and a sensitivity to the diversity of opinion and cultures in an urban atmosphere. Good communication skills essential.

Annual salary range approximately \$60,000 with 10-year contract. All applicants must agree to have their backgrounds thoroughly scrutinized. Send resume with cover letter describing your experience and five personal references no later than March 15, 1987. Send resume to: City of Stamford, P.O. Box 669, Stamford, CT 06904-0669.

Upcoming Events

MARCH

24. Investigation of Computer Fraud. Presented by the International Association of Chiefs of Police. To be held in San Diego.
24. Introductory Microcomputer Workshop for the Police Manager. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.
24. Symposium on Law Enforcement Data Processing Management. Presented by the International Association of Chiefs of Police. To be held in Orlando, Fla.
26. Microcomputer Workshop for Police Applications. Presented by the Institute of Police Technology & Management. Fee: \$450.
26. DWI Drug Recognition. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$400.
26. Field Training Officers Seminar. Presented by the Institute of Police Technology & Management. Fee: \$325.
213. Line Supervision. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg, Fla. Fee: \$300.
- 9-11. Vehicle Theft Investigation & Prevention. Presented by the International Association of Chiefs of Police. To be held in San Diego.
- 9-13. Automated Crime Analysis. Presented by the Institute of Police Technology & Management. Fee: \$475.
- 9-13. Selective Traffic Enforcement/Operational Level. Presented by the Traffic Institute. Fee: \$350.
- 9-13. Police Traffic Radar Instructor. Presented by the Institute of Police Technology & Management. Fee: \$325.
- 9-13. DWI Program Management. Presented by the Traffic Institute. Fee: \$400.
- 9-20. Crime Prevention Technology & Programlog. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$550.
- 10-11. Practical Burglary Seminar. Presented by the Criminal Justice Center, John Jay College of Criminal Justice. To be held in New York. Fee: \$150.
- 10-12. Sects, Cults & Deviant Movements. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 13-15. Street Survival II. Presented by
- Calibre Press. To be held in Atlanta. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).
- 15-21. Providing Protective Services. Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$2,300.
- 18-18. Investigation of Child Abuse & Sexual Exploitation. Presented by the International Association of Chiefs of Police. To be held in Las Vegas.
- 18-18. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Kansas City, Mo. Fee: \$450.
- 18-18. Progressive Patrol Administration. Presented by the International Association of Chiefs of Police. To be held in San Antonio, Tex.
- 18-18. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Long Beach, Calif. Fee: \$450.
- 16-20. Managing a Selective Traffic Enforcement Program. Presented by the Traffic Institute. Fee: \$400.
- 16-20. Video Production for Police. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 16-20. Contemporary Issues in Police Administration. Presented by the Southwestern Law Enforcement Institute. To be held in Dallas. Fee: \$395.
- 16-20. Police Motorcycle Rider Course. Presented by the Institute of Police Technology & Management. Fee: \$575.
- 16-20. Microcomputer Assisted Accident Reconstruction. Presented by the Traffic Institute. Fee: \$500.
- 16-20. Selective Traffic Drug Enforcement. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 16-27. Police Motorcycle Instructor Course. Presented by the Institute of Police Technology & Management. Fee: \$1,000.
- 18-20. Crime Analysis. Presented by the Florida Institute for Law Enforcement.
- 18-20. Street Survival II. Presented by Calibre Press. To be held in Portland, Ore. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).
- 23-24. The Dynamics of Negotiation. Presented by the Iowa Association of Women Police. To be held in Coralville, Iowa. Fee: \$65.

- 23-25. Planning, Design & Construction of Police Facilities. Presented by the International Association of Chiefs of Police. To be held in Orlando, Fla.
- 23-25. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Memphis, Tenn. Fee: \$450.
- 23-25. Special Problems in Police Internal Affairs. Presented by the Institute of Police Technology & Management. Fee: \$275.
- 23-25. Terrorism: Understanding & Reacting to the Threat. Presented by the National Crime Prevention Institute. Fee: \$250.
- 23-25. Managing the Property & Evidence Function. Presented by the International Association of Chiefs of Police. To be held in San Diego.
- 23-27. Crime Scene Technicians Seminar. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 23-27. Continued Case Studies in Accident Reconstruction. Presented by the Traffic Institute. Fee: \$400.
- 23-27. Electronic Spreadsheets for the Police Budget Officer. Presented by the Institute of Police Technology & Management. Fee: \$575.
- 23-27. Crisis Intervention. Presented by the Florida Institute for Law Enforcement. Fee: \$200.
- 23-April 3. Advanced Tactical Survival. Presented by the Institute of Police Technology & Management. Fee: \$495.
- 24-25. Intelligence Analysis for Investigators. Presented by the Criminal Justice Center, John Jay College of Criminal Justice. Fee: \$150.
- 24-27. Managing the Search/Rescue Function. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$295.
- 25-27. Street Survival II. Presented by Calibre Press. To be held in Boston. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).
- 26-27. Auto Puradit. Presented by the Police Foundation's Police Liability Assistance Network. To be held in Los Angeles. Fee: \$300.
- 27-29. Workshop for Recently Appointed Chiefs: Part II. Presented by the International Association of Chiefs of Police. To be held in Orlando, Fla.
- 30-31. Contemporary Terrorism. Presented by Richard W. Kobetz & Associates Ltd. To be held in Las Vegas. Fee: \$1,500.
- 30-April 3. Advanced Alarms & Electronic Security. Presented by the National Crime Prevention Institute. Fee: \$325.
- 30-April 3. Interview & Interrogation. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 30-April 3. Child Pornography Investigation. Presented by the Florida Institute for Law Enforcement. Fee: \$200.

APRIL

- 1-2. Hostage Negotiations. Presented by Richard W. Kobetz & Associates Ltd. To be held in Las Vegas. Fee: \$350.
- 1-2. High Risk Incident Management. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$225.
- 6-7. Managing Association Operations and Finances. Presented by the International Association of Chiefs of Police. To be held in Denver.
- 6-8. Media Interview and the Law Enforcement Executive. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C.
- 6-8. Special Weapons and Tactics. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C.
- 6-8. Developing First Line Supervisory Skills. Presented by the International Association of Chiefs of Police. To be held in San Diego.
- 6-10. Administering a DWI Program. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.
- 8-10. Advanced Locks and Locking Systems. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$325.
- 6-10. Drug Unit Commanders' Seminar. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 6-10. Law Enforcement Fitness/Instructor Certification. Presented by the Traffic Institute. Fee: \$400.
- 6-10. Managing Investigative Resources. Presented by the Florida Department of
- Law Enforcement Organized Crime Institute. To be held in Tallahassee, Fla. Fee: \$300 (Florida residents); \$375 (out-of-state residents).
- 6-17. Supervision of Police Personnel. Presented by the Traffic Institute. Fee: \$550.
- 7-9. Street Survival II. Presented by Calibre Press. To be held in Lakewood, Colo. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).
- 7-10. Police Internal Affairs. Presented by the Institute of Police Technology & Management. Fee: \$325.
- 7-10. Special Problems in Traffic Accident Reconstruction. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 13-14. Strategies for Defense of Police Use-of-Force Liability Suits. Presented by the Institute of Police Technology & Management. Fee: \$250.
- 13-15. Managing the Internal Affairs Function. Presented by the International Association of Chiefs of Police. To be held in Chicago.
- 13-15. Tire Forensics for the Accident Investigator. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 13-18. Comprehensive Police Fire Management. Presented by the Institute of Police Technology & Management. To be held in Seattle. Fee: \$375.
- 13-17. Photography in Traffic Accident Investigation. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$350.
- 13-24. At-Scene Traffic Accident/Traffic Homicide Investigation. Presented by the Institute of Police Technology & Management. Fee: \$475.
- 14-15. Managing FTO Programs. Presented by the Traffic Institute. Fee: \$225.
- 16-17. Investigative Technology. Presented by Richard W. Kobetz & Associates Ltd. To be held in Chicago. Fee: \$350.
- 20-21. Corporate Aircraft Security. Presented by Richard W. Kobetz & Associates Ltd. To be held in Chicago. Fee: \$350.
- 20-23. Assessor Trainlog. Presented by the International Association of Chiefs of Police. To be held in Chicago.
- 20-24. Stress Management for Law Enforcement Officers. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex.
- 21-22. Practical Robbery Seminar. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$150.
- 21-23. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Boston. Fee: \$450.
- 21-23. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Dearborn, Mich. Fee: \$450.
- 21-24. Practical Hostage Negotiations. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 22-23. Physical Security: Hotels, Motels & Offices. Presented by Richard W. Kobetz & Associates Ltd. To be held in Chicago. Fee: \$350.
- 23-24. Employee Lawsuits. Presented by the Police Foundation's Police Liability Assistance Network. To be held in Houston. Fee: \$300.
- 24-26. Workshop for Recently Appointed Chiefs: Part I. Presented by the International Association of Chiefs of Police. To be held in San Antonio, Tex.
- 27-28. Legal Issues for Corrections Personnel. Presented by Pennsylvania State University. To be held in State College, Pa. Fee: \$175.
- 27-29. DWI Standardized Field Sobriety Testing. Presented by the Institute of Police Technology & Management. Fee: \$200.
- 27-29. Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Clearwater, Fla. Fee: \$450.

Directory of Training Sources

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102

Broward County Criminal Justice Institute, Broward Community College, 3601 S.W. Davis Road, Ft. Lauderdale, FL 33314. (305) 475-6790.

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. (216) 368-3308.

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 66th Street, New York, NY 10019. (212) 247-1600

Criminal Justice & Public Safety Training Center, 3055 Brighton-Henrietta Town Line Road, Rochester, NY 14623-2790. (716) 427-7710.

Criminal Justice Training and Education Center, Attn: Ms. Jeanne L. Klein, 2025 Arlington Avenue, Toledo, OH 43609. (419) 382-5665

DeoCor Ltd., 1941-B Friendship Drive, El Cajon, CA 92020. (619) 445-4884.

Delinquency Control Institute, Tyler Building, 3601 South Flower Street, Los Angeles, CA 90007.

Eastern Kentucky University, Training Resources Center, 105 Stratton Building, Richmond, KY 40475. (606) 622-1155.

Essex Institute of Public Service, 601 Broad Street, SE, Gainesville, GA 30501. (404) 635-8104.

Florida Department of Law Enforcement, Organized Crime Institute, P.O. Box 1489, Tallahassee, FL 32302. (904) 488-1340.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216

International Association of Chiefs of Police, 13 Firatfield Road, Gaithersburg, MD 20878. (301) 948-0922. (800) 638-4085.

International Association for Hospital Security, P.O. Box 637, Lombard, IL 60148. (312) 953-0990.

Iowa Association of Women Police, c/o Det. Sgt. Mary Jo Lessmeier, University of Iowa Security Department, 131 S. Capitol Street, Iowa City, IA 52242. (319) 335-6022.

Kent State Police Training Academy, Stockdale Safety Building, Kent, OH 44242. (216) 672-3070.

Milwaukee Area Technical College, 1015 North Sixth Street, Milwaukee, Wis. 53203.

Narcotic Enforcement Officers Association, P.O. Box 999, Danen, CT 06820. (203) 655-2906.

National Alliance for Safe Schools, 501 North Interregional, Austin, TX 78702. (512) 396-8686.

National College of Juvenile Justice,

P.O. Box 8970, Reno, NV 89507. (702) 784-6012.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.

National Intelligence Academy, Attn: David D. Barrett, 1300 Northwest 62nd Street, Ft. Lauderdale, FL 33309. Telephone: (305) 775-5500.

National Police Institute, 405 Humphreys Building, Central Missouri State University, Warrensburg, MO 64093-6119.

National Training Center of Polygraph Science, 200 West 57th Street, Suite 1400, New York, NY 10019. (212) 765-6241.

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157.

Pennsylvania State University, S-169 Human Development Bldg., University Park, PA 16802

Police Executive Development Institute (POLEX), The Pennsylvania State University, S169 Human Development Building, University Park, PA 16802. (814) 863-0262.

Police Foundation, Police Liability Assistance Network, Attn: Sheila Bodner, 1001 22nd Street N.W., Washington, D.C. 20037. (202) 833-1460.

Police Management Association, 1001 22nd Street N.W., Suite 200, Washington, DC 20037. (202) 833-1460.

Police Training Programs Inc., P.O. Box 3532, Executive Park Tower, Albany, NY 12203. (518) 456-5121.

Professional Police Services Inc., P.O. Box 10902, St. Paul, MN 55110. (612) 464-1080.

John E. Reid & Associates, 250 South Wecker Drive, Suite 1100, Chicago, IL 60606. (312) 876-1600.

Richard W. Kobetz and Associates, North Mountain Pinca Training Center, Arcadia Manor, Route Two, Box 100, Berryville, VA 22611. (703) 955-1128. (24-hour desk).

Sam Houston State University, Criminal Justice Center Police Academy, Box 2296, Huntsville, TX 77341.

Southern Conference on Corrections, Larrin A. Wollen Jr., Director, 157 Bellamy Building, Florida State University, Tallahassee, FL 32306. (904) 644-4050.

Southern Michigan Law Enforcement Training Center, Jackson Community College, 2111 Emmons Road, Jackson, MI 49201. (617) 787-0800, ext. 165.

Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292. (502) 588-6561.

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 76080. (214) 690-2370.

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204

John Jay College of Criminal Justice/CUNY

Law Enforcement News

444 West 56th Street

New York, NY 10019

NON-PROFIT ORG
U.S. POSTAGE
PAID
New York, N.Y.
Permit No. 1302